TIGARD CITY COUNCIL
WORKSHOP
MEETING

OCTOBER 17, 2006 6:30 p.m.

TIGARD CITY HALL
13125 SW HALL BLVD
TIGARD, OR 97223

PUBLIC NOTICE:

Assistive Listening Devices are available for persons with impaired hearing and should be scheduled for Council meetings by noon on the Monday prior to the Council meeting. Please call 503-639-4171, ext. 2410 (voice) or 503-684-2772 (TDD - Telecommunications Devices for the Deaf).

Upon request, the City will also endeavor to arrange for the following services:

- Qualified sign language interpreters for persons with speech or hearing impairments; and
- Qualified bilingual interpreters.

Since these services must be scheduled with outside service providers, it is important to allow as much lead time as possible. Please notify the City of your need by 5:00 p.m. on the Thursday preceding the meeting by calling: 503-639-4171, ext. 2410 (voice) or 503-684-2772 (TDD - Telecommunications Devices for the Deaf).

SEE ATTACHED AGENDA

A G E N D A
TIGARD CITY COUNCIL WORKSHOP MEETING
OCTOBER 17, 2006

6:30 PM

1. WORKSHOP MEETING
   - 1.1 Call to Order – Tigard City Council
   - 1.2 Roll Call
   - 1.3 Pledge of Allegiance
   - 1.4 Council Communications & Liaison Reports
   - 1.5 Call to Council and Staff for Non-Agenda Items

2. JOINT MEETING WITH LOAVES & FISHES SENIOR CENTER BOARD
   Staff Report: Risk Manager

3. JOINT MEETING WITH THE BUDGET COMMITTEE
   Staff Report: Finance Department

4. PRESENTATION OF TIGARD COMMUNITY PROFILE – 2006 EDITION
   Staff Report: Community Development Department

5. PLANNED DEVELOPMENT CODE AMENDMENT
   - Staff Report: Community Development Department

6. ENHANCED CITIZEN PARTICIPATION UPDATE
   - Staff Report: Administration

7. COUNCIL LIAISON REPORTS

8. NON AGENDA ITEMS

9. EXECUTIVE SESSION: The Tigard City Council may go into Executive Session. If an Executive Session is called to order, the appropriate ORS citation will be announced identifying the applicable statute. All discussions are confidential and those present may disclose nothing from the Session. Representatives of the news media are allowed to attend Executive Sessions, as provided by ORS 192.660(4), but must not disclose any information discussed. No Executive Session may be held for the purpose of taking any final action or making any final decision. Executive Sessions are closed to the public.

10. ADJOURNMENT

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Agenda Item # 2
Meeting Date 10/17/06

COUNCIL AGENDA ITEM SUMMARY

City Of Tigard, Oregon

Issue/Agenda Title Joint Meeting with Loaves & Fishes Senior Center Board

Prepared By: Loreen Mills Dept Head Approval: Dept Head Approval: City Mgr Approval:

ISSUE BEFORE THE COUNCIL

Annual joint meeting with the Loaves & Fishes Senior Center Director & Board.

STAFF RECOMMENDATION

Discussion only, no action is anticipated.

KEY FACTS AND INFORMATION SUMMARY

The City has partnered with Loaves and Fishes since the mid-70's to provide senior meals and programming in Tigard. In the fall of 2001, Council and the Senior Center Steering Committee began annual joint meetings which provides an open forum to discuss senior programming and service provision to the significant multi-cultural senior population in our community. Tigard's population of 65 and older is over 10% with baby boomers making up another 22% of our population base.

Focus areas for Loaves and Fishes as they provide services and programs in Tigard are to:

- Provide a nutrition and social service program for the senior population
- Keep current service/programming relevant for today's senior population
- Meet the escalating demands for service/programming as the "baby boomers" mature

Since the last visit with Tigard City Council, Loaves and Fishes has agreed to continue providing programs and services in the Tigard are by signing a renewed five year lease and program contract in June. In that agreement, Loaves and Fishes also agreed to provide benchmark and performance measurements of their programs & services annually.

Recognizing service and program needs are on the rise and space is limited at the existing Senior Center, the City Council authorized a CDBG grant application on 9/26/06 to remodel and enlarge the Center. If awarded, the remodel project will be completed during the 2007/08 fiscal year. It is recognized this remodel will not resolve all space needs. The CDBG grant funding is not sufficient enough to request a substantially larger building at this time, but this remodel will address the most serious needs now.

Loaves and Fishes provide regional assistance in fund-raising efforts for the Senior Center operation and programming. Loaves and Fishes continues to run a very cost effective program, however, these efforts alone will not be enough to meet the "baby boomer" explosion on the senior service industry. Since 1/1/06, Loaves and Fishes has increased its program in the region by providing services to Clark County Washington and at least Meals-On-Wheels service to all cities in Washington County.

OTHER ALTERNATIVES CONSIDERED

N/A.

COUNCIL GOALS AND TIGARD BEYOND TOMORROW VISION STATEMENT

Tigard Beyond Tomorrow - Community Character & Quality of Life Goals:

Community Diversity – Ethnic groups represented in Tigard will be recognized and involved in the community.
Community Participation – The community will be encouraged to participate in all decision-making processes.

ATTACHMENT LIST

N/A.

FISCAL NOTES

The City currently participates in funding the Loaves & Fishes Senior Center operation by providing cash in the amount of $24,000 in this fiscal year and in-kind services valued at about $66,000. In-kind services include most utilities, janitorial services, Public Works staff time and materials for building maintenance, etc.

Operating Budget - Loaves & Fishes Budget

The 2006/07 Loaves and Fishes budget show the following revenue sources (excludes in-kind services) for the Tigard Center:

$ 59,220	Federal Government funding received through Loaves and Fishes applications
$ 49,000	Local participant contributions and fundraising
$ 24,000	City of Tigard funding
$122,580	Loaves & Fishes funding
$132,220	Total 06/07 annual operating budget for the Tigard Center

Building Improvement Budget - City CIP Budget

The 2006/07 City CIP budget for the Tigard Center:

$200,000	Architectural/engineering design/construction plans and bid document preparation.

The 2007/08 City CIP budget for the Tigard Center:

$350,000	City of Tigard Senior Center Building Remodel
$100,000	Loaves & Fishes donation to Tigard Senior Center Building Remodel Project
$450,000	Total 07/08 CIP budget for Tigard Center

Agenda Item No.: 3
Meeting of: October 17, 2006

JOINT MEETING WITH THE BUDGET COMMITTEE

Council will receive materials for review in the Council Newsletter dated October 13, 2006.

A COPY OF THE AGENDA ITEM SUMMARY WILL BE AVAILABLE IN THE CITY RECORDER'S OFFICE OCTOBER 13, 2004.

For more information, contact the City Recorder's Office at 503-718-2410

City of Tigard
FY 2005-06 Budget to Actual Analysis
General Fund

	Budget	Unaudited Actual	Favorable/ (Unfavorable)
Beginning Fund Balance	$8,671,679	$8,185,741	($485,938)
Current Revenues	$17,213,140	$18,400,641	$1,187,501
Transfers-In	2,677,233	1,945,005	(732,228)
	$19,890,373	$20,345,646	$455,273
Total Resources	$28,562,052	$28,531,387	($30,665)
Operating Expenditures	$17,996,873	$16,688,231	1,308,642
Transfers-Out	4,507,732	3,454,072	1,053,660
Contingency	927,211	0	927,211
Total Requirements	$23,431,816	$20,142,303	$3,289,513
Net Gain/(Loss)	($3,541,443)	$203,343	
Ending Fund Balance	$5,130,236	$8,389,084	$3,258,848

City of Tigard, Oregon

FY 2005-2006 Budget to Actual

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I:\FIN\FY 05-06 budget to Actual Financials\[Budget to Actual Financials 05-06 NEW.xls]June Reports

	General Fund As of: June 30, 2006			
Budget Units	Budget	Actual	Favorable (Unfavorable)	% Actual of Budget
RESOURCES				
Beginning Fund Balance	$8,671,679	$8,185,741	($485,938)	94.40%
Property Taxes	$9,582,474	$9,998,252	$415,778	104.34%
Other Agencies	$2,916,735	$2,882,919	($33,816)	98.84%
Fees & Charges	$1,011,695	$1,465,042	$453,347	144.81%
Fines	$650,827	$702,469	$51,642	107.93%
Franchise Fees	$2,822,409	$3,042,188	$219,779	107.79%
Interest & Rentals	$204,000	$290,879	$86,879	142.59%
Other Revenues	$25,000	$18,892	($6,108)	75.57%
Subtotal Current Revenues	$17,213,140	$18,400,641	$1,187,501	106.90%
Transfers in from Other Funds	$2,677,233	$1,945,005	($732,228)	72.65%
Total Resources	$28,562,052	$28,531,387	($30,665)	99.89%

REQUIREMENTS				
Operating Expenses				
COMMUNITY SERVICES				
Police	$9,253,956	$8,805,358	$448,598	95.15%
Library	$2,580,733	$2,412,170	$168,563	93.47%
Social Services	$177,300	$159,590	$17,710	90.01%
Total Community Services	$12,011,989	$11,377,118	$634,871	94.71%
PUBLIC WORKS				
Public Works Administration	$759,205	$668,539	$90,666	88.06%
Parks Maintenance	$1,001,944	$989,940	$12,004	98.80%
Street Maintenance	$911,193	$615,090	$296,103	67.50%
Total Public Works	$2,672,342	$2,273,569	$398,773	85.08%
DEVELOPMENT SERVICES				
Community Development Administration	$275,950	$258,215	$17,735	93.57%
Current Planning	$622,490	$572,992	$49,498	92.05%
Long Range Planning	$697,412	$586,664	$110,748	84.12%
Engineering	$1,345,570	$1,255,825	$89,745	93.33%
Total Development Services	$2,941,422	$2,673,696	$267,726	90.90%
POLICY & ADMINISTRATION				
Mayor & City Council	$133,988	$137,422	($3,434)	102.56%
Administrative Services	$237,132	$226,426	$10,706	95.49%
Total Policy & Admin	$371,120	$363,848	$7,272	98.04%
Total Operating Expenses	$17,996,873	$16,688,231	$1,308,642	92.73%
Transfers	$4,507,732	$3,454,072	$1,053,660	76.63%
Contingency	$927,211	$0	$927,211	0.00%
Total Requirements	$23,431,816	$20,142,303	$3,289,513	85.96%
Ending Fund Balance	$5,130,236	$8,389,084	$3,258,848	163.52%

City of Tigard
FY 2005-06 Budget to Actual Analysis
General Fund Transfers

	Budget	Unaudited Actual	Favorable/ (Unfavorable)
Transfers In			
Public Works Administration	$502,021	$469,225	($32,796)
Street Maintenance	867,939	615,090	(252,849)
Community Development Administration	182,003	170,196	(11,807)
Current Planning	209,904	188,406	(21,498)
Engineering	449,420	401,643	(47,777)
Criminal Forfeiture	50,000	332	(49,668)
Gas Tax Loan Repayment	94,001	94,001	0
Library Bequest Payment - Additional Hours	26,000	5,768	(20,232)
Water Fund Loan	295,945	0	(295,945)
Miscellaneous	0	344	344
Total Transfers In	$2,677,233	$1,945,005	($732,228)
Transfers Out			
Building Fund	$36,490	$29,264	$7,226
Central Services Fund	2,778,005	2,615,393	162,612
Fleet/Property Management Fund	859,867	809,415	50,452
Parks Capital Fund	769,670	0	769,670
Water Fund	63,701	0	63,701
Total Transfers Out	$4,507,732	$3,454,072	$1,053,660

As the City didn't purchase park land in FY 2005-06, the General Fund did not need to borrow money from the Water Fund as planned and the General Fund did not have to make a payment to the Water Fund for the loan nor did it transfer money to the Parks Capital Fund.

City of Tigard, Oregon

FY 2006-2007 Budget to Actual

TIGARD

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I:\FIN\FY 06-07 Budget to Actual Financials\[Budget to Actual Financials 06-07.xls]September Reports

Budget Units	General Fund As of: September 30, 2006 Budget	Actual	Favorable (Unfavorable)	% Actual of Budget
RESOURCES				
Beginning Fund Balance	$7,801,614	$8,389,084	$587,470	107.53%
Property Taxes	$10,225,860	$0	($10,225,860)	0.00%
Other Agencies	$2,865,418	$336,259	($2,529,159)	11.74%
Fees & Charges	$1,216,325	$508,450	($707,875)	41.80%
Fines	$626,000	$175,869	($450,131)	28.09%
Franchise Fees	$3,422,000	$966,379	($2,455,621)	28.24%
Interest & Rentals	$217,400	$68,923	($148,477)	31.70%
Other Revenues	$26,000	$1,444	($24,556)	5.55%
Subtotal Current Revenues	$18,599,003	$2,057,324	($16,541,679)	11.06%
Transfers in from Other Funds	$2,707,028	$689,035	($2,017,993)	25.45%
Total Resources	$29,107,645	$11,135,443	($17,972,202)	38.26%

REQUIREMENTS				
Operating Expenses				
COMMUNITY SERVICES				
Police	$9,437,947	$1,870,694	$7,567,253	19.82%
Library	$2,819,251	$492,301	$2,326,950	17.46%
Social Services	$180,492	$120,384	$60,108	66.70%
Total Community Services	$12,437,690	$2,483,379	$9,954,311	19.97%
PUBLIC WORKS				
Public Works Administration	$758,658	$163,854	$594,804	21.60%
Parks Maintenance	$1,100,853	$227,676	$873,177	20.68%
Street Maintenance	$1,117,901	$263,655	$854,246	23.58%
Total Public Works	$2,977,412	$655,185	$2,322,227	22.01%
DEVELOPMENT SERVICES				
Community Development Administration	$224,507	$53,665	$170,842	23.90%
Current Planning	$632,376	$126,457	$505,919	20.00%
Long Range Planning	$671,128	$119,642	$551,486	17.83%
Capital Construction & Transportation	$1,024,795	$182,674	$842,121	17.83%
Development Engineering	$434,097	$75,984	$358,113	N/A
Total Development Services	$2,986,903	$558,422	$2,428,481	79.55%
POLICY & ADMINISTRATION				
Mayor & City Council	$113,795	$52,097	$61,698	45.78%
Administrative Services	$234,570	$54,208	$180,362	23.11%
Total Policy & Admin	$348,365	$106,305	$242,060	30.52%
NON-DEPARTMENTAL				
Citywide Support	$75,000	$0	$75,000	N/A
Total Non Departmental	$75,000	$0	$75,000	0.00%
Total Operating Expenses	$18,825,370	$3,803,291	$15,022,079	20.20%
Transfers	$4,876,553	$1,329,080	$3,547,473	27.25%
Contingency	$1,000,000	$0	$1,000,000	0.00%
Total Requirements	$24,701,923	$5,132,371	$19,569,552	20.78%
Ending Fund Balance	$4,405,722	$6,003,072	$1,597,350	136.26%

Daniel R. Koenig
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Van Nuys, CA 91405
Phone: 818 633-8632
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email: DJKoenig@Earthlink.net

August 31, 2006

Mr. Bob Sesnon, Budget Director
City of Tigard
13125 SW Hall Blvd.
Tigard, OR 97223

Dear Mr. Sesnon:

As you suggested, I spoke to Chief Dickinson last week regarding a performance audit of the Tigard Police Department. Enclosed you will find a proposal which includes specific tasks and a time estimate to complete the identified audits. As the three audit areas (mutual aid, property management and officer attrition) are unrelated, they can be conducted in whichever order you prefer. I have estimated the cost for this project at $42,000. That includes 50 days of work at $750 per day plus $4,500 in expenses, e.g., transportation, housing, per diem, and clerical support. Should a segment(s) require less time to complete, the cost for that segment would be reduced accordingly.

I appreciate the opportunity to submit this proposal and I look forward to your response. Just so you are aware, I will be out of the country (vacation) from September 11 to September 30 during which time I will have limited access to a phone or email.

Respectfully,

Dan Koenig

Enclosure

C: Chief Dickinson

Daniel R. Koenig, Management Consultant
13951 Leadwell St
Van Nuys, CA 91405
(818) 633-8632
DJKoenig@Earthlink.net

Performance Audit
Tigard Police Department

PROPOSED TASKS

Tasks	Time Estimate
Task 1 – Familiarization with Project	
Task 1:1 Familiarize myself with Tigard PD, City and County	1 day
Task 1:2 Review Tigard PD organizational structure	
Task 1:3 Review Tigard PD operating manual(s); policies, rules & procedures	
Task 2 – Mutual Aid Agreements	
Task 2:1 Collect the data required for this audit	15 days
Task 2:2 Review state law & policies regarding mutual aid	
Task 2:3 Review county policies & procedures regarding mutual aid	
Task 2:4 Review existing Tigard PD mutual aid agreements	
Task 2:5 Review existing Tigard Fire Department mutual aid agreements	
Task 2:6 Analyze 3 years of data where Tigard PD provided mutual aid	
Task 2:7 Analyze 3 years of data where mutual aid was provided to Tigard PD	
Task 2:8 Review findings with Chief of police or his designee	
Task 2:9 Prepare a draft report on findings and recommendations for review	
Task 3 – Property Management	
Task 3:1 Collect the data required for this audit	
Task 3:2 Review 3 years of data to determine types of property being booked	
Task 3:3 Examine Tigard PD's current procedures for booking property	

Tasks	Time Estimate
Task 3:4 Determine compliance with existing procedures	15 days
Task 3:5 Review property audits (3 years)	
Task 3:6 Determine if audit recommendations were implemented and, if not, why not	
Task 3:7 Review procedures for destroying/disposing of booked property	
Task 3:8 Determine why bar coding system did not work	
Task 3:9 Interview District Attorney representatives on evidentiary issues	
Task 3:10 Identify best practices from other agencies that fit Tigard PD	
Task 3:11 Review findings with Chief of Police or his designee	
Task 3:12 Prepare a draft report of findings and recommendation for review	
Task 4 – Retention of Sworn Officers	
Task 4:1 Analyze officer attrition data (5 to 10 years)	15 days
Task 4:2 Analyze reasons given by former Tigard officers for leaving	
Task 4:3 Interview a random sample of former Tigard officers (about 5 to 10)	
Task 4:4 Interview officer-representation group regarding their perception of attrition	
Task 4:5 Interview Tigard PD command staff regarding their perception of attrition	
Task 4:6 Interview city personnel officials regarding their perception of attrition	
Task 4:7 Review findings with Chief of police or his designee	
Task 4:8 Prepare a draft report of findings and recommendations for review	
Task 5 – Prepare Final Report	
Task 5:1 Analyze feedback from draft reports	4 days
Task 5:2 Resolve any issues from that feedback	
Task 5:3 Submit final report	
Task 5:4 Present report & findings to City	

PUBLIC SAFETY LIABILITY MANAGEMENT, INC.
2441 NW Pinehurst Drive
McMinnville, Oregon 97128
(503)434-5983
Fax (503) 435-0299
pslm2003@verizon.net

Trepidus Fidelis Vigilo Sapio

City of Tigard Police Department

Functions Audit 2006/07

The City of Tigard is facing a challenge that confronts many cities at this time: growth in demand for city services, driven by the increase in population of the city and inflationary pressures, is increasing faster than City General Fund Revenues. Since the Police Department is one of the major City services funded by the General Fund, it is only prudent that the City examine the delivery of police services.

The City of Tigard Police Department has identified three areas of operation that they believe may have an impact on their ability to efficiently and effectively deliver police services:

- Management of their property/evidence function
- Mutual aid and response outside the City of Tigard
- Recruitment and retention of qualified personnel

SCOPE OF WORK AND OBJECTIVES

Our approach to each area will be slightly different but related. The identified areas of operation have a number of commonalities, but each also poses some unique challenges to police management. However, our philosophy and approach to any issue or question is the same: gather information on the current state of affairs, draw on our experience and networks to identify best practices that may apply to addressing the issue or question, identify any potential improvements or issues to be addressed, then work with the Police Department to develop a strategy they can implement to improve the effectiveness and efficiency of the Department.

Property/Evidence Management

The effective management of the Property/Evidence Function involves the optimal mix of facilities, technology, processes and people. We propose to:

- Task 1: Review examine the current processes established by the Police Department for seizing, processing, storage, and disposal of property and evidence by the Police Department;

- Task 2: Review property/evidence facilities to assess their ability to meet current and future Department needs;

- Task 3: Develop projections for the future requirements for the property/evidence function based on growth projections for the City;

- Task 4: Identify potential improvements in property/evidence management for the Department, with a focus on optimizing the present and future use of Department resources;

- Task 5: Work with the Police Department to develop a plan to implement any recommended changes to enhance the Department's property/evidence function.

Our product will include documentation of the current environment in the Department, potential improvements or enhancements, and reasons, justifications, and anticipated outcomes of the potential improvements or enhancements.

Mutual Aid

The effective use of mutual aid allows public safety agencies to control expenses by not having to employ and schedule staff to respond to every incident. Used correctly it can reduce the need to staff to meet extreme service requirements, increase efficient use of resources by all public safety providers, and enhance inter-agency operation and cooperation.

With mutual aid there is never an exact "balance" between services provided and services received. However, it is only prudent that a police agency examine this balance to ensure that their taxpayers are not continually "subsidizing" another jurisdiction that may have chosen to fund and provide a lower level of services or a different mix of services.

We propose to:

- Task 1: Examine the mutual aid responses provided and received by the City of Tigard Police Department, using data maintained in the Washington County Consolidated Communications Agency (WCCCA) Computer Aided Dispatch (CAD) system. To obtain a reliable sample but keep the scope of the analysis reasonable, we propose to examine responses for the twelve months of Calendar year 2005.

- Task 2: Document, within the limitations of the data, the number and category of mutual aid responses provided and received by the City of Tigard Police Department, and surrounding agencies including the Cities of Beaverton, Tualatin, King City, Durham, Sherwood, Lake Oswego, Portland, and unincorporated Washington County.

We will provide the documentation and summary of the mutual aid responses provided and received by the City of Tigard Police Department, allowing the Police Department and elected officials to make informed decisions on mutual aid policies.

Recruitment and Retention of Qualified Personnel

To develop a trained, competent police officer is an expensive proposition; it takes six to nine months of training to get an officer trained to the point they can function without constant supervision. It will be another two to five years until an officer is really proficient at their job. These facts make the recruitment and retention of qualified personnel critical to the efficient operation of a police agency.

We propose to:

- Task 1: Work with City of Tigard Human Resources staff to identify the number and positions of those employees who have left employment with the City of Tigard, and to the extent possible ascertain the reasons given for leaving employment with the City of Tigard;

- Task 2: Interview Police Department staff, both at the management and line level, seeking information and ideas on employee retention;

- Task 3: Identify potential elements of a retention strategy for consideration by the Police Department and the City;

- Task 4: Work with the Police Department to develop a retention strategy for the agency.

Our product will include the documentation of the current situation and potential elements of a retention strategy including explanations and basic cost/benefit analysis; we will assist the Tigard Police in the development of their retention strategy.

DELIVERABLES FROM PUBLIC SAFETY LIABILITY MANAGEMENT

Public Safety Liability Management will be responsible for the following specific deliverables described below.

1. A technically and professionally competent assessment of the three areas identified by the Police Department.
2. A draft report, which will be provided for review of accuracy of obtained information.
3. Ten (10) professionally bound copies of the final report.

PUBLIC SAFETY LIABILITY MANAGEMENT, INC.
2441 NW Pinehurst Drive
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October 9, 2006

Robert Sesnon, CPA
Director of Financial and Information Services
City of Tigard
13125 SW Hall Blvd.
Tigard, OR 97223

Bill Dickinson
Chief of Police
Tigard Police Department
13125 SW Hall Blvd.
Tigard, OR 97223

Dear Sirs:

Attached is a copy of the Task, Time, and Support breakdown for the assessment of the three areas identified by the Police Department: property/evidence management, mutual aid, and employee retention. The breakdown is based on our best estimate of the time required to perform the assessment, provide necessary documentation and reports to the Police Department.

The fee for this project will be at a rate of $100.00 per hour plus expenses. The total cost of the assessment will not exceed $7,500.00.

Rod Brown and I will be available to begin work on this assessment beginning November 1, 2006. We anticipate it will take approximately 10 weeks to complete the assessment and produce a final product. The exact timeline will be impacted by availability of information from the City and our ability to schedule timely meetings with critical personnel.

Please let me know if we can provide any additional information.

Thank you for the opportunity to contribute to the Police Department and your City.

Steven Winegar, Ph.D.
Public Safety Liability Management
21867 SW Mandan Ct.
Tualatin, OR 97062
503-691-2124
503-539-4004 (cell)
stevewinegar@verizon.net

Attachment: Tasks, Time and Support

Cc: Rod Brown

City of Tigard Police Department
Tasks, Time, and Support

Property/Evidence Function		Responsible	Estimated Time	Materials, information or support needed from PD
Task 1	Review and examine the current processes established by the police department for seizing, processing, storage and disposal of property and evidence.	Rod	5.00	Evidence policies and procedures; blank and completed evidence/property forms; meet with evidence staff, officers and administrators
Task 2	Review property/evidence facilities to assess their ability to meet current and future Department needs.	Rod	2.00	View facilities for evidence submission, processing, storage, retrieval, and disposal.
Task 3	Develop projections for the future requirements for property/evidence function based on growth projections for the city.	Rod	1.00	Growth projections for city population and area; workload projections for the PD
Task 4	Identify potential improvements in property/evidence management for the Department, with a focus on optimizing the present and future use of Department resources.	Rod	8.00	
Task 5	Work with the Police Department to develop a plan to implement any recommended changes to enhance the Department's property/evidence function	Rod	4.00	Meet with administrators for input on preliminary assessment; meet with evidence staff and officers to develop implementation plan
Total Time			20.00	

Mutual Aid Response		Responsible	Estimated Time	Materials, information or support needed from PD
Task 1	Examine the mutual aid responses provided and received by the City of Tigard Police Department, using data maintained in the WCCCA Computer Aided Dispatch System for the calendar year 2005.	Steve	5.00	Data from WCCCA CAD system including Tigard PD officers responding outside city and other officers responding into Tigard
Task 2	Document, within the limitations of the data, the number and category of mutual aid responses provided and received by the City of Tigard Police Department and surrounding agencies including the Cities of Beaverton, Tualatin, King City, Durham, Sherwood,	Steve	10.00	Meet with Department administrators to discuss preliminary assessment
Total Time			15.00	

Recruitment and Retention of Qualified Personnel		Responsible	Estimated Time	Materials, information or support needed from PD
Task 1	Work with the City of Tigard Human Resources staff to identify the number and positions of those employees who have left employment with the City of Tigard Police Department, and to the extent possible ascertain the reasons given for leaving employment with the PD.	Steve	3.00	Meet with Human Relations staff for data and information on people who have left employment with the Department.
Task 2	Interview Police Department staff, both management and line level, seeking information and ideas on employee retention.	Steve	8.00	Meet with Department officers, supervisors, and administrators
Task 3	Identify potential elements of a retention strategy for consideration by the Police Department and the City.	Steve	6.00	
Task 4	Work with the Police Department to develop a retention strategy for the agency.	Steve	3.00	Meet with administrators for input on preliminary assessment; meet with Department staff to develop implementation plan
Total			20.00	

	Write draft report and submit to the City for review for accuracy; draft final report after review by City staff.	Rod and Steve	10.00	

Total Time 65.00

Jeanne Goodrich
CONSULTING

Tigard Public Library Performance Audit Proposal

October 6, 2006

Scope: Review work flow, materials flow, work processes, and staffing allocations of the Tigard Public Library in order to identify potential efficiencies. Review will focus on processes that are transaction heavy: circulation, holds processing, and delivery processing but will also include a review of the library's customer self-sufficiency initiatives and public service enhancements. Concise final report of findings and recommendations will be provided in bullet point format.

Process: The proposed process is designed to gather information about the library's current practices and processes through reviewing available statistics, procedure manuals, annual reports, job descriptions and staffing allocations, planning documents, and input and feedback from the library's administration, managers, and staff. Information gathered in advance will serve as valuable background information for the onsite visit. Talking with managers and staff members and observing work processes and environment will provide additional information, as well as allowing for clarification of previously gathered data. After the site visit, all information will be analyzed, additional data needs identified, comparative data developed, and a draft report written. The report will include findings and recommendations regarding the most effective and efficient use of personnel, work methodologies, vendor services, equipment, and technology. The report will be a concise, bullet-point, action-oriented report. This draft report will be discussed with the client during another on-site visit. Any revisions will then be made and the final report submitted to the appropriate city officials.

Task 1: Develop data gathering forms (questionnaires) for circulation, public service, and technical services staff to fill out.

Task 2: Read and analyze statistics, other requested background materials, completed questionnaires, plan for site visit.

Task 3: Three day site visit to TPL: interview managers and staff, observe workflow, work processes and work environment. Discuss patron self-sufficiency and new service initiatives with appropriate staff members.

Task 4: Review materials from visit, other information, conduct necessary additional research, write draft report.

Task 5: Several hour visit to present draft report, discuss findings and recommendations, answer questions.

Task 6: Revise report as needed; submit finished report.

Task 7: Make required presentations (if any).

Costs:
Estimated hours to conduct study: 87 @ $200 an hour = $ 17,400

Estimated expenses: No additional expenses are contemplated. If the City of Tigard has specific requirements for the report, the possibility of additional expenses can be discussed.

Total Cost for study: $17,400

Implementation assistance, including telephone calls, emails, and site visits to assist managers and staff in implementing recommendations can be negotiated on an hourly or project basis.

Timeframe: If staff questionnaires can be distributed and returned and a site visit scheduled for November, the analysis and report could be completed by the end of December, 2006.

Qualifications:
Prior to becoming an independent library consultant seven years ago, Ms. Goodrich was Deputy Director of the Multnomah County Library in Portland, Oregon. Her management portfolio with that system included administration of the technical services, information technology, and business office functions (including the system delivery). During her tenure with that system she coordinated a branch workload project, provided oversight to a data management project, and assisted with various materials flow analysis projects. She also served as project manager to two separate strategic planning processes and represented the library on the county's strategic planning effort for information technology.

In earlier positions, as a library director in South San Francisco and Idaho Falls and as Assistant State Librarian of Nevada, she worked on library automation projects (including writing specifications and analyzing bid responses). As head of Technical Services for the Ft. Vancouver Regional Library, she was one of the first catalogers in the world to utilize MARC records and managed a large department that acquired, cataloged and processed materials for a three county public library system.

As a consultant, she has assessed the operations of technical services departments for the Lake Agassiz Regional Library (MN), the Kitchigami Regional Library System (MN), the eiNetwork (Pittsburg, PA), the Brooklyn Public Library (with consultant Diane Mayo), the Deschutes (OR) Public Library System, the Fort Vancouver Regional Library District (WA), the Omaha (NE) Public Library, and, with library consultant Susan Baerg Epstein, the Douglas County Library District (CO) and the Camden County Library System (NJ). She has also reviewed cooperative technical services options for the members of the Peninsula Library System (San Mateo, CA) and cooperative options for the selection, acquisition and cataloging of international language materials for the members of the Bay Area Library and Information System and the Silicon Valley Library System in California.

She has performed operational assessments for the Solano County (CA) Library, the Omaha Public Library, the Mid-Columbia Library System (WA), and the Sonoma County Library (CA), the Ft. Worth Public Library, and the Las Vegas-Clark County Library District, and served as project liaison to the Multnomah County Auditor's Office during the Service Efforts and Accomplishments study of the Multnomah County Auditor.

Ms. Goodrich is the co-author, with consultant Diane Mayo, of the Public Library Association book on workload analysis, *Staffing for Results*. She is completing a second book in the *Results* series, *HR for Results* with consultant Dr. Paula M. Singer.

TIGARD

Strategic Technology Plan

October 11, 2006

Table of Contents

Introduction

As the City continues to respond to an ever-increasing demand for services with limited resources, one answer is to leverage technology to the greatest extent possible in order to provide these services in a more efficient and cost effective manner. As everyone knows, there have been remarkable strides in computing technology over the past few years. Today, City staff depend heavily on computing technology to accomplish a wide variety of functions and this dependency underlines the importance and value this technology has to the organization. It is a significant asset that must be well supported and protected in order to maximize its usefulness.

The applications and systems that are in use today have been deployed over many years by many different people and in an inconsistent manner. Established standards for evaluating and implementing such applications and technology are still largely absent. Furthermore, business processes have evolved over several decades without critical reevaluation and often do not follow best business practices, nor do they take full advantage of the available technology. The information which virtually everyone needs in order to fulfill their job responsibilities and make decisions must frequently be compiled from multiple sources and systems.

This document serves to establish a vision for our City's use of information technology over the next five years, and the strategy for achieving this vision. The City has made significant investments in technology and it is essential that future spending be well planned in order to maximize our return on investment. While intended to represent a five-year view, due to the ever-changing nature of information technology it is essential that this document be updated annually.

Mission

To provide a robust, reliable and secure information technology infrastructure that leverages available and cost-effective functionality to empower users to easily access the tools and information they need, on demand.

Strategic Goals

1. **Efficiency-** Users should be empowered to access the screens and information they need in order to accomplish their assigned duties, directly from their desktops, on demand. Underlying business processes should minimize the total number of steps, involve as little paperwork and related filing efforts as possible, and eliminate the need for maintaining multiple duplicative databases and side systems. All user interfaces should be intuitive and easy to access and use.

2. **Reliability and Security-** Users should have a high degree of confidence that the applications and other information technology they use will be available when they need it and that, in the event of system failure, data is protected and the system will return to operational status within a reasonable period of time. This should be accomplished primarily by providing safeguards to prevent system failures from occurring in the first place but also by having backup systems and procedures in place to mitigate the loss of data and downtime in the event of system failure.

3. **Public Access and Customer Service**- We should strive to take full advantage of the internet and web-based technologies to provide cost-effective and efficient service to, and improved communication with, our citizens and customers.

Guiding Principles

- There should be a central review and coordination of information and telecommunication technology.
- Information technology standards should be established and consistently followed.
- The City should strive to provide access to information and services.
- Information technology should enable effective and efficient service delivery.
- Critical business process review and reengineering should accompany all deployment of information technology.
- Data and information should be secure at all times.
- The information technology infrastructure should be highly reliable.

Strategic Objectives

Goal 1 – Efficiency

1.1 Implement and support a city-wide geographic information system
1.2 Implement and support a city-wide document management system
1.3 Implement financial system functionality to support an automated and paperless office environment that provides users with on-demand tools and information
1.4 Implement and support a human resource system
1.5 Implement and support a risk information management system
1.6 Implement and support a police report writing system
1.7 Develop and support an ongoing staff training program

Goal 2 – Reliability and Security

2.1 Provide and maintain a secure and reliable technology infrastructure
2.2 Replace the current Novell Netware operating systems with Microsoft Windows Server
2.3 Application maintenance and support
2.4 Draft a comprehensive business interruption and continuity plan

Goal 3 – Public Access and Customer Service

3.1 Electronic utility billing and payment options
3.2 Electronic business tax receipt billing and payment options
3.3 Cityscape, agendas, and notices through web subscription
3.4 Implement a fully automated online facilities reservation system

1.1 Implement and Support a City-wide Geographic Information System

Description

A geographic information system (GIS) is a system for creating, integrating, storing, analyzing and managing spatial data and associated attributes. A great amount of information that city staff uses to accomplish their daily duties exists in geographical form, such as water and sewer line locations, crime data, parcel information, etc.

Background and Current Status

Tigard began using GIS in 1989 to automate maps and facilitate map production. The technology is currently being used primarily in the Community Development and Public Works areas for long-range planning projects, zoning maintenance, comprehensive maps, ad hoc analysis, and maintaining data on citywide utility infrastructure. Unfortunately, the current GIS system within the City is highly decentralized, with each department responsible for maintaining their own data, developing their own standards and procedures, and managing their own personnel resources. Current data formats used by the City are incompatible with other business data and therefore limit the City's ability to share information across departments. Additionally, the City's GIS makes use of outdated formats and/or systems, several of which are no longer supported by vendors. The current decentralized GIS also involves numerous inefficiencies and redundancies.

There are many other needs that can be addressed using GIS, including construction permit analysis, crime tracking and analysis, emergency operations, library circulation trends, infrastructure management, and work orders, to name but a few. In addition, much of this information would be of use to citizens if it were readily available through the internet. But before these needs can be satisfied, a city-wide, enterprise GIS needs to be developed and implemented. This will resolve the many problems inherent with the current system and will provide a standardized framework for deploying this technology in other areas of the organization.

Recognizing that a GIS is relevant to many of the departments and functions throughout the city, a GIS Coordinator was hired in early 2006 to formulate a work plan, develop standards, coordinate the efforts of the GIS technicians in other departments, and provide technical expertise. In addition, a GIS steering committee consisting of representatives from several departments has been formed to provide input and guidance to the GIS Coordinator.

Objectives

Objectives for the City's GIS focus on establishing the enterprise system over the next 36 months, followed by establishing the GIS Program. Given the newness of the system, objectives for 2009-2011 are not identified here, but will be evaluated during the formulation of the GIS Program (2008).

2006-07

- Complete Phase 1 of the GIS Strategic Plan (Strategy and Planning), including completion of preliminary assessment, organizational planning, cost analysis and financing and implementation plans

- Complete Phase 2 of the GIS Strategic Plan (Analysis and Design), including completion of business process and workflow analysis, system architecture design, assessment of current data, database design and applications design

- Complete phase 1 of pilot project- crime data mapping functionality available for internal staff use

2007-08

- Complete phase 2 of pilot project- crime data mapping available to the public through the internet

- Complete Phase 3 of the GIS Strategic Plan (Development), including data and standards development, database and applications development, and articulation of testing and training plans

- Complete Phase 4 of the GIS Strategic Plan (Deployment), including data, database and applications deployment and implementation of the testing and training plans

2008-09

- Complete Phase 5 of the GIS Strategic Plan (Production and Operation), including the establishment of maintenance standards, performance monitoring, and completion of all documentation

- Verify that all established goals & objectives of the comprehensive GIS Strategic Plan have been obtained

Projected Costs and Funding Sources

	FY 2006-2007	FY 2007-2008	FY 2008-2009	FY 2009-2010	FY 2010-2011	Totals
Implementation						
Phase 1 Strategy & Planning Phase 2 Analysis & Design (Partial)	125,900					125,900
Phase 2 (Remaining) Phase 3 Development Phase 4 Deployment		528,350				528,350
Phase 5 Production/Operation			105,000			105,000
Total Implementation Costs	**125,900**	**528,350**	**105,000**	**-**	**-**	**759,250**
Operating & Maintenance	101,500	122,790	184,987	215,536	247,052	871,865
Total	**227,400**	**651,140**	**289,987**	**215,536**	**247,052**	**1,631,115**

Return on Investment

GIS technology has been implemented in many organizations and the technology has matured greatly in the past 10-15 years. Many of these organizations have realized great increases in efficiency and access to information and 2:1 to as high as 6:1 benefit to cost ratios are common.

It is anticipated that the majority of City departments will benefit from GIS functionality. However, Public Works, Community Development and Police will receive the greatest benefit. Upon completion of this initiative, the following should be fully operational, in active use and observable:

Public Works

- Electronic maps will be available and readily accessible to locate with a relatively high degree of precision city facilities including water and sewer lines, fire hydrants, connections, manholes, shut-off valves, electrical and gas service lines, stormwater and all other underground services. Staff should be able to zoom in on any item and obtain, on demand, all pertinent information.
- The need to access paper maps and drawing to obtain location and other information on infrastructure will be eliminated.
- Staff seeking the location utilities will access maps electronically while in the field, as opposed to researching paper maps and other documents in the office before traveling to the location.
- All pertinent and relevant data on such facilities should also be readily available, such as the size of water, sanitary sewer and stormwater pipes, maintenance and repair dates, notes, etc.

Community Development

- Staff will have access to and be able to view from GIS permits and other documents relating to a particular parcel
- Staff will be able to view the entire utility system within a specified area, on demand.
- Ability to zoom in and view tax lot data such as address, owner, size, zoning, utility locations, GPS coordinates, etc.
- Ability to easily generate mailing lists for notices and other projects.
- Well defined rules for data collection
- Data is shared between Metro and other regional governments

Police

- Police officers will be empowered to analyze mapped crime data to more readily see patterns and to identify problematic areas so that appropriate action can be taken.
- Citizens will be provided access to GIS through the internet and empowered to access and view crime data and other public safety information in their neighborhoods and/or other areas.
- Providing direct access to citizens will free up valuable time for the Public Information Officer and other staff who would otherwise need to answer such questions.

Other

- Utility Billing staff will be empowered to readily ascertain parcel and utility service locations.
- Citizens will have access to maps and information such as zoning, location of utilities, and crime data.

1.2 Implement and Support a City-wide Document Management System

Description

A document management system (DMS) is a system that captures paper and electronic documents and indexes, tracks and stores them electronically in such a way that they can be located and retrieved quickly from any workstation by any user with appropriate security.

Background and Current Status

Currently the city does not have a document management system. In a few isolated cases documents are scanned and saved as PDF documents which are then saved in folders on shared drives. However, these documents are not indexed nor are they logically related to other records and are not readily accessible to many of those needing to view these documents. Several city divisions keep track of these using various tools including Microsoft Access, Word and Excel.

Many building-related documents are delivered to a third-party and microfilmed. While this greatly reduces the physical volume of records, the location and retrieval of these documents is still largely a manual process and can only be accomplished using the city's two available microfilm readers. A considerable amount of staff time is spent managing this process.

Throughout the city dozens of file cabinets are in active use. These not only represent a sizable investment but they also take up a good deal of valuable office space. Far more importantly, significant amounts of staff time and resources are spent throughout the organization handling and filing documents in these cabinets. This also represents an internal control weakness because these records are at risk of being permanently destroyed in the event of a fire or other disaster.

Two separate records tracking systems are in use in the organization by city-wide central records. A Microsoft Access program is used primarily to log records for offsite storage and to track retention. The other system, Image Flow-Lite, more commonly referred to as "Clerks Index", is used to track onsite records. While these systems perform their functions adequately, they are not integrated with one another and exist to support a completely manual, paper records system.

Underlying all the records activity are business processes that are relatively unchanged from those in place years and decades before. In spite of major advancements in technology the vast majority of processes still involve the generation and handling of considerable quantities of paper records. The city has an opportunity to realize significant productivity enhancements if two initiatives are undertaken. The first should be a comprehensive review and reengineering of existing business processes to eliminate redundancy and steps that do not add value. The second should be to implement a city-wide document management system that eliminates the need for many of the existing file cabinets and paper files and instead provides an efficient and secure means to store and retrieve records on demand.

Objectives

2006-07

- Complete an inventory, by department, of documents and forms that are currently being filed and/or otherwise saved. Determine the necessary security and retention period required for each type of document. Identify forms that should be replaced with a data-entry screen.
- Hire a consultant to assist with the drafting of a citywide needs analysis and related request for proposal to obtain a document management system.
- Issue the request for proposal in order to obtain bid responses and costs.
- Include the document management system licensing, related hardware, and implementation in the FY 2007-08 budget.
- Complete reviews of underlying business processes in each department in order to identify the changes necessary to maximize staff efficiency and eliminate redundancy of effort.
- Develop a detailed implementation plan for deployment of the document management system

2007-08

- License document management system software and purchase scanners and other necessary hardware.
- Fully implement the document management system, including all necessary changes to supporting business processes and procedures.

Projected Costs and Funding Sources

There is currently $25,000 reflected in the 2006-07 fiscal year adopted budget to fund a needs analysis and draft a request for proposal. This amount should be more than adequate to complete these steps. The cost of software and necessary equipment is estimated to be roughly $40,000.

Return on Investment

Upon completion of this initiative, the following should be fully operational, in active use and observable:

- All contracts and many other types of documents will be captured and stored electronically. The original paper copies will be either destroyed (assuming this is appropriate and legal) or boxed and archived offsite.
- The organization, as a whole, should experience a significant reduction in paper costs.
- Staff will be empowered to access necessary documents on demand and from their desktops, without the need to access and copy paper documents.
- Filing activities should be greatly reduced and result in a significant increase in efficiency and productivity as this time is available for other functions.
- As old files are purged, the need for filing cabinets will be greatly decreased and many will be removed.
- The Microsoft Access database and Image Flow-Lite program will be eliminated.

- Retention schedules will be maintained within the document management system. Retention dates will be assigned automatically depending on document type and/or other criteria and the need to manually perform this function will be eliminated.
- Business processes will have been re-engineered to take full advantage of document management functionality to eliminate redundancy and unnecessary tasks.

1.3 Acquire and Implement Financial System Functionality to Support an Automated and Paperless Office Environment that Provides Users with On Demand Tools and Information.

Description

The financial system performs two very important and fundamental functions: it collects the financial **data** generated as a result of city operations, and provides a means of reporting financial and budgetary **information** based on this data. A system's ability to perform these functions well is essential for a city to operate efficiently and effectively.

Background and Current Status

The City has used Springbrook Software's financial system since approximately 1988. The system performs most essential accounting functions such as general ledger, purchasing, accounts payable, utility billing, fixed assets and payroll. Access to this system is limited primarily to Finance Operations staff, and currently no Exec staff access or use the financial system directly. Springbrook's design is based on the "old model" and can be characterized as follows:

- Users must log in to the system and possess specific knowledge in order to navigate to needed screens and run reports. This in itself constitutes a significant barrier to having non-finance staff access and use the system.
- Transactions often start with a manual form, or they are created in an application other than Springbrook and later converted to paper form.
- Virtually all approvals are obtained by manually routing forms for signature.
- Once the required approvals are obtained the data is then entered into the financial system, thus constituting an entire duplication of effort for the given transaction.
- The forms and other materials are in most cases filed, creating additional and significant amounts of effort.
- Financial reports are printed to PDF files on a monthly basis. Users are limited to these generated reports unless specific requests are made to Finance Operations staff. In a limited number of cases non-finance staff accesses the Springbrook system to run reports.
- Due in large part because users cannot easily obtain the information they need directly from the financial system, a significant amount of data is collected and maintained on spreadsheets and other side systems. For example, all community investment program project activity is tracked on spreadsheets, requiring a significant amount of personnel resources to maintain.

In spite of its limitations, the current financial system possesses several strong attributes. For example, the utility billing module is quite robust and possesses a rich functionality set (this was Springbrook's first and main emphasis). Recent enhancements to this area allow customers to pay online and through direct debit. In addition, the financial system performs many duties well and Finance staff is, overall, satisfied with the company's support for the product.

In order to realize significant improvements in the efficiency of financial operations, certain functionality must be acquired and implemented. This "new model" would possess the following core functionality:

- An intuitive and simple user interface is essential in order to overcome the "accounting system" barrier and provide user's with real access to the screens and the tools and information they each need to perform their job responsibilities.
- Whenever practical, transactions should originate from user-friendly and intuitive screens instead of paper forms.
- The system should possess "workflow" functionality able to route transactions electronically for review and approval, and thus eliminate the need to print the forms and manually route them for signatures.
- The system should possess functionality to easily capture supporting documents and bind these to the related transactions. This functionality may be obtained by providing an interface with the document management system discussed in goal 1.2 above. Ideally these documents should also be accessible from financial reports/inquiries.
- Users should have real access to a wide array of presentation quality financial inquiries with the ability to "drill down" to increasingly detailed levels and to other related transactions. This functionality is critical for users to be able to quickly obtain the information they need to perform their job duties.

In conjunction with the implementation of the above-mentioned functionality, the City will greatly benefit from a critical review and reengineering of its business processes. As is typical of most organizations, many of the key accounting processes are outdated and have not been reviewed in many years.

Objectives

2006-07

- Complete critical process reviews of all core accounting processes (i.e. procurement, budgeting, capital project accounting, utility billing, payroll/human resources, records handling, etc.) to identify and eliminate duplication of effort and tasks that otherwise add no value, and to streamline the remaining steps wherever possible.
- Develop a functionality gap analysis.
- Develop plan for addressing needed functionality. This will include discussions with the City's current financial system vendor, Springbrook Software, to develop this functionality, and may also include seeking solutions from other vendors.

2007-08

- Draft detailed functionality specifications
- Draft and issue request for proposals for needed functionality.
- Further action will be dependent on the decision whether to seek enhancements to the existing financial application or replace the system entirely.

Projected Costs and Funding Sources

The costs for completing this initiative are as yet unknown but are estimated to be between $200,000 and $600,000. This should be charged to the Central Services Fund and thus allocated to all benefiting departments and programs.

Return on Investment

When this initiative is completed the following should be fully operational, in active use and observable:

Information

- Report formats will be available to produce a wide array of financial reports and/or inquiries. This will include budget and forecast reports, operating budget to actual financial statements, transaction detail reports, and a complimentary array of reports to support purchasing, accounts payable, accounts receivable, fixed assets and all other activities supported by the financial system.
- All users of financial information will have access to a web-based control center providing access to the reports and inquiries from which they can obtain the information they need to do their jobs, on demand.
- The Finance Operations Division will no longer produce monthly operating and other financial reports. Rather, finance staff will focus more on financial analysis and the satisfaction of unique reporting needs.
- All inquiries, where practical, will provide the ability to "drill down" to supporting detail and other related information.
- Inquiries will have the ability to also drill down to images of supporting documentation such as invoices, bids, quotes, etc.

Forms

- Wherever deemed practical and cost effective, paper forms will be replaced with an input screen so that duplication of effort is eliminated.
- Transactions initiated online will be routed electronically for approval and/or review, as necessary.
- The status of and other information regarding transactions in process will be readily available to users by inquiry and on demand and thus minimize the need to print reports whenever this information is needed.

Filing

- Because many transactions will be initiated from a screen and remain in electronic form there will be a reduced need to maintain filing cabinets. As old files are purged and/or shifted to outside storage many of these file cabinets will be removed. The time saved by eliminating the manual filing requirements will be redirected to other activities.

Supplemental Systems

- As stated above, information will be readily available to users on demand. This in turn will eliminate and/or greatly reduce the need to rely on spreadsheets and other tools to collect data and provide this information. The time saved by eliminating this effort will be redirected to other activities.

1.4 Implement and Support a Human Resource Management System

Description

The City of Tigard currently employs over 230 full time and another 80 part time and temporary employees. A significant amount of data is currently collected and maintained on each one such as address, dependent information, emergency contact information, etc. Additionally, the City receives roughly 2,500 job applications each year. Basic data is entered and tracked for each of these as well.

Background and Current Status

The City currently uses a software tool called People-Trak to track various data elements for each employee. In addition, a separate custom Microsoft Access database is used to maintain job applicant data. While these tools provide the Human Resources staff with basic functionality, they are very labor-intensive to maintain. More importantly, each is a completely stand-alone system that provides no integration between the job application, hiring and payroll processes. As a result, similar data is often entered three times for each applicant that is subsequently hired. Because of the close relationships that exist between these functions, significant efficiencies can be realized if they are fully integrated and able to share necessary data, rather than replicating it in multiple locations.

Many manual steps are currently involved in the recruitment and hiring processes. Job applications must be screened and grouped manually, as is the scheduling of interviews, tests and other evaluation requirements.

A great deal of efficiency savings can be realized if these tasks are integrated and automated and the multiplication of effort is eliminated. For example, acquiring online job application capabilities would free up a considerable amount of staff time because the job applicant themselves would perform much of the data entry effort, instead of staff. The evaluation process can be substantially streamlined if submitted applications are first evaluated electronically to determine those meeting the minimum job requirements. Functionality to allow applicants to directly inquire and determine the status of their application would greatly reduce the volume of phone calls received by Human Resources staff.

In much the same way that applicants could inquire on the status of an application, employees would also greatly benefit from online access to job and salary history and the ability to request filing status changes, direct deposit, and benefit changes. This functionality would eliminate much duplication of effort and paperwork.

Objectives

2006-07

- Conduct and complete a comprehensive needs analysis and process review to determine needed functionality and procedural changes.

- Draft and issue request for information for needed functionality in order to estimate total costs.
- Include necessary amounts in the budget requests for the FY 2007-08 fiscal budget

2007-08

- Draft and issue formal request for proposals for needed functionality.
- Complete evaluation of responses to request for proposals and schedule vendor demonstrations of those meeting requirements.
- Select human resource software and vendor.

2008-09

- Implement human resource system

Projected Costs and Funding Sources

The costs for completing this initiative are as yet unknown but are estimated to be between $100,000 and $300,000. This should be charged to the Central Services Fund and thus allocated to all benefiting departments and programs.

Return on Investment

When this initiative is completed the following should be fully operational, in active use and observable:

- Job applicants will be able to view open positions and requirements and apply online.
- With the exception of paper applications, manual entry of job applicant data will be eliminated.
- Notification letters will be generated on demand.
- Record of education, training, licensing and testing, to the extent that this information is useful and tracked, will be available on demand from a single source.
- Record of all grievances, disciplinary actions and performance reviews will be available on demand to individuals with proper security access.
- Record of each accident or other incident will be available on demand. Related tracking of worker's compensation data to satisfy OSHA requirements will also be available and in use.
- Report formats will be available to produce a wide array of human resource and risk management inquiries. Efforts to compile information using spreadsheets and other tools will be eliminated.
- The Personnel Action form (PA) will be replaced with a screen into which users will enter this data. Approvals will be obtained electronically, thus eliminating the need to print and seek signature approval. Once fully approved, changes will be made to the human resources and payroll systems automatically, thus eliminating the need to reenter this data.
- Employees will be able to directly access and view certain information about themselves such as pay and position history, benefits, past paycheck stubs, etc. and request changes to address, emergency contacts, direct deposit and federal and state filing status. Such

changes, once approved if necessary, will update the human resources and payroll systems automatically, thus eliminating the need to reenter this data.

1.5 Implement and Support a Risk Information Management System

Description

Risk Management involves the protection of city resources: financial, property and personnel. This includes both efforts to prevent losses from occurring as well as mitigating the effects of incidents when they do occur.

Background and Current Status

The Risk Management division investigates an average of 120 potential litigation incidents and over 50 actual general liability claims each year. In addition, the division also investigates roughly 80 employee incidents and 25 actual worker's compensation claims annually. Each of these incidents can consume large amounts of staff time, resources and money. Also, the Safety Committee typically identifies over 125 hazards and/or material deficiencies each year. Each of these are investigated and mitigated whenever possible.

Tigard does not currently license or use risk information management software. Rather, staff uses a combination of three Microsoft Access database applications as well as six or more spreadsheets for tracking data related to these incidents. Because these are not integrated with one other, risk tracking is quite labor-intensive as some data must be recorded up to four separate times. Even so, information is often difficult to obtain and requires additional efforts to compile the data from these multiple sources. The City could potentially realize significant benefits if information on loss prevention efforts and incidents were readily available and could be analyzed more efficiently to determine trends, areas of significant exposure, risk financing needs and staff training opportunities.

Objectives

2006-07

- Conduct and complete a comprehensive needs analysis and process review to determine needed functionality and procedural changes.
- Draft and issue request for information for needed functionality in order to estimate total costs.
- Include necessary amounts in the budget requests for the FY 2007-08 fiscal budget

2007-08

- Draft and issue formal request for proposals for needed functionality.
- Complete evaluation of responses to request for proposals and schedule vendor demonstrations of those meeting requirements.
- Select risk management software and vendor.
- Implement risk management system.

2008-09

- Complete implementation of risk management system

Projected Costs and Funding Sources

The costs for completing this initiative are as yet unknown but are estimated to be no greater than $40,000 and be charged to the Insurance Fund.

Return on Investment

When this initiative is completed the following should be fully operational, in active use and observable:

- Functionality to record each incident and related data
- The risk management system should be fully integrated with the human resource and payroll systems to relate employee information to incidents and access timesheet and other payroll information without the need to replicate such data in multiple locations and applications.
- A variety of reports and inquiries should be available to Risk Management and other staff as needed so that information related to incidents and proactive risk management efforts may be obtained on demand.
- Documents relating to incidents should be stored electronically and readily available on demand.

1.6 Implement and Support a Police Report Writing System

Description

Each time an officer either responds to a call for service or self-initiates an activity and subsequently determines a crime has occurred, a detailed police report is written. It is estimated that report writing activities consume approximately one hour per shift per officer. With a force of 37 sworn officers and over 7,250 shifts per year, this equates to nearly 3.5 total FTE. The majority or reports are written at the station and the officer is only conditionally available to respond to incidents during this time. In addition, response times are negatively impacted when officers respond from the station instead of the field. Obviously, any reductions in the amount of time spent completing and processing reports will have a direct and positive impact on the level of service to the community.

Background and Current Status

The majority of police reports are currently completed using Microsoft Word templates. Reports are then printed and forwarded to the shift supervisor for review and approval. Upon approval the reports are submitted to the Records Unit, where data entry personnel further code the reports and manually enter the report data into the records management system (PPDS). This process requires a good deal of effort and time.

Public safety report writing systems are available on the market that have the potential to greatly reduce the time and effort spent processing reports. Key components to such a system will include embedded business rules which prompt the officer to include the required components, which vary depending upon the incident type. Completed reports should be routed to supervisors electronically for review, comment and approval. Such a system should also directly interface with the records management system and thus eliminate the need for duplicating data entry.

Objectives

2006-07

- Complete a time and motion study of the reporting processes to more accurately determine the quantity of effort.

2007-08

- Review and evaluate available public safety report writing systems
- Prepare requests for proposals and evaluate responses
- Select a system
- Complete a comprehensive review of the reporting process and identify, if possible, changes which leverage the functionality of the selected reporting system and minimize the total number of steps and effort required
- Implement the report writing system and corresponding process changes

Projected Costs and Funding Sources

Preliminary cost estimate for a comprehensive police report writing system is $120,000. This would be funded from the General Fund.

Return on Investment

This initiative should demonstrate a quantifiable reduction in the amount of time spent by officers completing reports as well as free up time currently spent by records clerks to reenter the information. This time savings, or rather increase in the amount of time available for direct police work and other administrative functions, may in turn be translated to dollar savings, from which a return on investment may be calculated. This project should not be undertaken unless a sufficient ROI can be demonstrated.

1.7 Develop and Support an Ongoing Staff Training Program

Description

Today a majority of City staff depend on a computer as well as one or more applications to perform their daily duties. It is indicative that the workforce be well trained and in the use of these applications.

Background and Current Status

Staff knowledge in the use of computer desktop applications and technology is sometimes lacking. One reason is that there has been a lack of training opportunities available to these staff. Another is that while there is an expectation that staff use the various desktop applications, there has also been a lack of expectation placed on staff that they be knowledgeable in their proper use. It stands to reason that staff will be more efficient if they are more knowledgeable of these tools and can use them more effectively.

It is also recognized that there are staff within the organization who do possess a good deal of knowledge of these products and could teach them to others. This initiative is to develop an in-house application training series and offer them to staff on a regular basis. While a specific format has not been defined at this time, the technology room at the library is an obvious location. The trainings may take the form of brown-bag lunches and be offered during lunch periods. Standardized agendas will be developed to assure quality and consistency.

Several topics that may be included in the training series are Microsoft Word, Excel, Publisher, PowerPoint, Making Effective Presentations, Efficient Office Practices, Internet Explorer, Windows XP, and Microsoft Outlook.

Objectives

2006-07

- Define and develop an overall program structure including location, dates and times, and topics.
- Develop a course outline for each subject.
- Identify individuals who are <u>willing</u> to teach, are <u>knowledgeable</u> of the subject matter, and <u>can teach</u> effectively.
- Promote the training program
- Begin providing training classes

Projected Costs and Funding Sources

It is anticipated that only existing resources will be used in the development of and execution of this initiative. There will be nominal costs for printing curriculum and training materials.

Return on Investment

When this program is fully developed and operational the following should be observable and measurable:

- A course outline will be developed for each topic listed above
- Willing and able trainers will be identified and equipped
- Class registration and other administrative procedures will be fully defined and in place
- High quality classes will be offered and available to staff on a regular basis

2.1 Provide and Maintain a Secure and Reliable Technology Infrastructure

Description

City staff depends heavily on computing technology to accomplish a wide variety of functions and provide service to our citizens. It is essential that the underlying infrastructure supporting the applications and tools in use are properly protected from intrusion by hackers, spyware and viruses. It is also important that it work well at all times and, in the event of failure, it can be returned to a normal operating state in a short period of time.

Background and Current Status

The City currently has 29 servers in operation to manage such applications as the financial system, the building permit system, telephones, email, etc. Tigard is a member of the Broadband User's Group (BUG) which is a regional group formed to provide firewall protection and internet access for most of the jurisdictions in Washington County. This is the City's first and main line of defense against hackers and other nefarious elements. The infrastructure supporting the firewall is housed with the City of Hillsboro.

A firewall is also in place at the front of the connection to the BUG. This protects Tigard and others from BUG agencies that fail to follow good security protocol.

The BUG recently contracted with Lockheed Martin to perform a risk analysis and identify weaknesses in the system. It is expected that this analysis will be completed in the next several months. As part of this study, a limited review of the member jurisdiction's security, including Tigard, will also be performed.

In addition to the BUG review, the City contracts with an outside consulting firm to perform an annual review of configurations, login procedures and firewall configuration. The latest review will be completed by November 2006 and any findings will be reviewed and, if possible and cost-effective, implemented.

All servers and desktops have spyware and virus detection. Also all email that is received is scanned for viruses, spoofing, phising and other potential problems and removed.

Our technology infrastructure is, by its very nature, very complicated and includes many components, any of which can and occasionally do fail. There are several steps which have or will be taken to avoid such failure, including the practice of replacing critical hardware components on a scheduled basis and assuring that the operating systems and application versions are current.

Security against electrical power interruption and failure is provided by uninterruptible power supplies attached to each server to provide short-term battery power. A diesel generator is also in place and will automatically start up in the event of power loss. This is tested monthly to assure reliability.

There are several applications that are essential to City operations, including the Tidemark permitting system, Springbrook financial accounting system, and Hansen asset management system. A redundant blade server has recently been installed and loaded with the Windows Server operating system. In the event of a catastrophic server failure this server will be immediately brought into use and the latest backup tape from the failed system installed. It is the intention that all critical systems experiencing failure will be back online and fully operational, with minimal data loss, within four hours.

Objectives

2006-07

- Complete a comprehensive equipment inventory and assessment of condition and degree of importance
- Draft a server and equipment replacement policy and schedule
- Purchase and install a second blade chassis to mitigate the possibility of chassis failure
- Complete the BUG security assessment and implement recommendations
- Complete the internal independent review and implement recommendations
- Complete a risk review by City Insurance Services risk advisors

Projected Costs and Funding Sources

The cost of the BUG security review is being born by the BUG itself and is included in the annual dues paid by the City. The internal review will costs approximately $2,300. The cost of the redundant blade chassis is approximately $5,300. All costs are currently included in the current budget and will be charged to the Central Services fund.

Return on Investment

The benefits of the above initiatives are in many cases unobservable but are nonetheless real. A system failure negatively impacts staff productivity and customer service. In spite of precautions, system failures may still occur and a quick return to normal operations is of great value to the City.

2.2 Replace the Current Novell Netware Operating Systems with Microsoft Windows Server, and Novell GroupWise Email System with Microsoft Exchange

Description

An operating system (OS) is the software program that manages the hardware and software resources of a computer. The OS performs basic tasks such as controlling and allocating memory, prioritizing the processing of instructions, controlling input and output devices, facilitating networking, and managing files.

Background and Current Status

The City currently has 29 servers in operation to manage such applications as the financial system, the building permit system, telephones, email, etc. Until approximately two years ago, all servers were running Novell Netware as their operating system. Since that time however, as servers within the City have been replaced the operating system has also been replaced with Microsoft Windows Server. All but seven of the 29 servers are now running the Windows Server operating system.

Until several years ago, Novell was the leading provider of network operating systems. In recent years however, this vendor has seen their market share drop precipitously. Consequently, support for Netware among third-party vendors has diminished as well, and it is becoming increasingly difficult to find support personnel knowledgeable in Netware. Conversely, Microsoft has supplanted Novell in this market and its Windows Server operating system now commands a majority market share.

Additionally, the City has utilized Novell's GroupWise email system. This product has also experienced a marked decrease in market share and has suffered from a lack of development and enhancement by the company. The product, according to many, now lags far behind its competition in functionality and integration with other applications.

Novell has in recent years refocused its resources in an attempt to be an important provider and supporter of the Linux operating system and it is anticipated that their mail system will soon become Linux-based. This would require that Information Technology staff become trained to support this environment, even though it would be the only application requiring such knowledge.

Objectives

2006-07

Complete the replacement of the seven remaining servers utilizing Novell Netware.

2007-08

Implement the Microsoft Exchange mail system and complete the conversion from Novell GroupWise.

Projected Costs and Funding Sources

The City currently possesses the proper licenses it needs to complete the migration from Novell Netware to the Windows Server operating system for the remaining servers, so there are no additional licensing costs to be incurred. Total annual maintenance costs for all servers will increase by $2,900 over the maintenance costs for Netware licenses.

The email system conversion from Novell GroupWise to Microsoft Exchange will cost an estimated $35,000 for the necessary licenses as well as for necessary consulting and staff training. This is a one-time investment. In addition, ongoing annual maintenance fees are estimated to be $27,655, or $76.82 per user account.

These costs should be charged to the Central Services Fund, which is allocated to all user departments as appropriate.

Return on Investment

The benefits of converting to an all-Windows Server environment and to Microsoft Exchange are as follows:

- Consolidating to one type of operating system, Microsoft Windows Server, will reduce the need for staff training. Staff will maintain a single operating system common throughout the organization.
- Microsoft Windows Server enjoys a substantial market share and is consequently both well supported and is being continually enhanced by the vendor. Tigard will doubtless benefit from this support.
- The negative effects due to personnel turnover will be diminished because individuals with knowledge of and training in Windows Server are far more common. Consultants with Novell expertise are becoming difficult to find, and are expensive.
- Users will benefit from near-seamless integration between the Microsoft office products currently in use (Word, Excel, PowerPoint, etc.) and Exchange Server, also a Microsoft product. Documents will be able to be sent to others directly from the office applications instead of accessing email and attaching the document.
- With one type of operating system, security management and policy enforcement will be greatly simplified and require less staff time to maintain.
- Exchange and Windows offers a more secure platform for future wireless technologies.

2.3 Application Maintenance and Support

Description

City staff relies on many applications in performing their functions and tasks. Several of these applications are considered critical to City operations and the ability to provide customer service, and it is therefore vitally important that they be fully supported and the hardware and software components remain up to date. Several key applications are used by Tigard but are maintained by other agencies. For instance, the Washington County Consolidated Communication Agency (WCCCA) provides public safety dispatch and communication services to all agencies within Washington County. Also, WILINet is an online library reservation service serving all libraries within the County.

Background and Current Status

Several of the key applications maintained by the City are as follows:

Tidemark- This application is used to record and track all building permit activity. Among the many tasks it performs, a key function is an automated call-in building inspection request service that allows contractors to schedule inspections on a 24-7 basis. Tidemark was just recently upgraded to version 3.5, moved to a new blade server, and migrated to SQL Server database management system. Version 4.2 of this application, now named Accela Automation land Management, is now in general release. This version is wholly web-based and will empower contractors to use on-line services for scheduling building inspections and filing and checking the status of land use applications. Also, new functionality will allow building inspectors to use laptop computers and other electronic devices in the field for recording inspection findings. It is anticipated that the City will upgrade to this version during the 2007-08 fiscal year at an estimated cost of $175,000.

Hansen- This application is used to maintain all pertinent data on city facilities such as water, sanitary sewer and stormwater infrastructure and provides the ability to schedule staff and other resources for maintenance and repair of these facilities. An upgrade to the current version, Hansen 8, is planned for the 2007-08 fiscal year at an estimated cost of $80,000. Once this upgrade is complete the pavement management module of this program will be implemented. $30,000 has been included in the adopted FY2006-07 budget for professional services to perform a pavement study and accumulate road condition data. Hansen 8 includes full GIS interfacing capabilities and will therefore facilitate the interfacing of this data with the enterprise GIS system outlined in goal 1.1 of the Strategic Technology Plan.

Springbrook- This is the City's financial and accounting system and provides purchasing, accounts payable, payroll, utility billing and other functionality. As more fully detailed in goal 1.3 of the Strategic Technology Plan, certain functionality is needed in order to automate procurement, budgeting and other activities. Depending on the outcome of discussions with this vendor, the City may seek to replace this system in part or in total.

Full-Court- This application records all traffic citations occurring within the City of Tigard and tracks these through the entire process, including court appearances, fines, payments, and all other actions and determinations. Full-Court is planned to be upgraded to the Full-Court Enterprise release during the 2007-08 fiscal year at an estimated cost of $8,000. An imaging component of this system is also available at a cost of approximately $9,800. This feature will be evaluated along with the document management system initiative outlined in goal 1.2 of this Strategic Technology Plan.

The new version will provide functionality to allow the payment of fines using the internet and a third-party provider. A key advantage of this feature will be that entry of payment information will be done by the customer rather than staff.

Police Applications- The Police Department maintains nearly 30 separate applications to track alarms and permits, manage the patrol vehicle video system, upload and manage digital photographs, and record property and evidence, to name but a few. Most if not all of these applications are accessed through an internally developed and maintained portal known as PD Master.

Many of these applications are written using Microsoft Access. A project is currently underway to rewrite these applications in Microsoft SQL with an ASP.Net front end. This will eliminate the need to maintain applications on individual desktops and instead provide a truly "thin" environment where the only desktop requirements will be Internet Explorer. This initiative should be completed by June 2007.

Objectives

2006-07

- Complete the Tidemark conversion to version 3.5 and SQL Server
- Complete the conversion of all Police applications from Microsoft Access to SQL/ASP.Net

2007-08

- Complete the Tidemark upgrade from version 3.5 to Accela Automation version 4.2
- Complete the upgrade to Hansen version 8
- Implement Pavement Management module of the Hansen asset management system
- Complete the upgrade to the Full-Court Enterprise release
- Evaluate and implement if deemed cost-effective the imaging component of Full-Court Enterprise

Projected Costs and Funding Sources

Application	Funding Source	Cost
Upgrade to Accela Automation	Building Fund	175,000
Upgrade to Hansen version 8		80,000
Springbrook Financial System	Central Services	TBD
Upgrade to Full-Court Enterprise	General Fund	8,000
Implement Imaging Component of Full-Court Enterprise	General Fund	9,800

Return on Investment

The return on these investments may be categorized two ways. By staying relatively current on application releases this helps protect the City against business interruptions should we experience infrastructure failure. For instance, a system failure with the Tidemark server in Spring of 2006 was exacerbated when version conflicts occurred between software and hardware components. Also, staying current allows the City to take advantage of and leverage new functionality as it is released.

2.4 Draft a Comprehensive Technology Interruption and Continuity Plan

Description

A technology interruption and continuity plan presents a plan for how an organization will resume partially or completely interrupted critical function(s) within a predetermined time after a disaster or disruption. While there are potentially many components to an overall business continuity plan, this section deals specifically with information technology. As stated in the overall goals, the best way to address this issue is to prevent disruptions from occuring in the first place. This prevention aspect is specifically addressed in goal 2.1.

Background and Current Status

The City of Tigard does not currently have a written technology interruption and continuity plan. Due to the reliance the city has on information technology, it is essential that a plan be drafted and Information Technology staff be knowledgeable and trained to respond quickly and effectively to issues as they arise.

This is not to say that the city has not taken steps to protect against disaster and interruption. For instance, a major upgrade to the computer server room power supply in the Niche has recently been completed. In the event of an interruption in electrical power, uninterruptible power supplies, or UPSs, are connected to each server and provide immediate short-term battery power. A diesel generator is also in place to mitigate longer term power outages. In order to be able to recover from a catastrophic data loss, the data on each server is backed up to tapes on a nightly basis and on a weekly basis these are taken to a bank safe deposit box.

Objectives

2006-07

- Complete a current inventory of all servers and other infrastructure
- Perform an overall risk assessment on each component of the technology infrastructure as well as the overall system and determine any areas of vulnerability
- Identify all critical applications and fully address areas of vulnerability and corresponding remedies
- Complete a cost-benefit analysis to determine the maximum amount of tolerable downtime for the respective application

2007-08

- Draft comprehensive plan

Projected Costs and Funding Sources

At this time it is anticipated that the plan can be completed with existing personnel and resources. Therefore no additional costs are anticipated.

Return on Investment

The benefits of having a technology interruption and continuity plan in place are not easily measured but are nevertheless real. Many City staff depend heavily on the applications and systems currently in use and system downtime directly results in loss of production. Articulating a plan to mitigate such interruptions is prudent and valuable to the organization.

3.1 Electronic Utility Billing and Payment Options

Description

As technology continues to advance and more of Tigard's citizens embrace the internet, this presents the city with new service delivery and communication options with its citizens. These may include the delivery of utility bills to customers through email, providing direct debit, and new internet payment options.

Background and Current Status

The City currently provides water, sanitary sewer and stormwater service to over 19,000 residential households within Tigard and the surrounding unincorporated area. Water to all residences is metered and households are typically billed every two months. Bills are printed and mailed to all accounts. The City currently contracts with Garten Mailing Services to stuff and mail the utility bills, and with Clark County, Washington, to receive mailed payments, process the transactions, and deposit the proceeds into a bank lockbox. These contracts are evaluated periodically and are believed to be quite cost-effective.

Approximately five years ago the city implemented functionality to allow customers to pay their bills online through a link from the City website (www.ubpayments.com/tigardhome) and we now have an average of over 400 customers who use this payment method each month. In addition, we offer customers the option of having their bills automatically debited from their bank account, and currently have more than 1,360 using this option. Interestingly, the highest concentration of customers using the automatic debit method is in the retirement communities of Summerfield and King City.

Unfortunately, current functionality does not allow for the electronic delivery of bills (although it does provide for email notification). Furthermore, functionality is not currently available to allow the suppression of printed utility bills were electronic delivery available. Consequently, a bill is generated and mailed to all accounts, even those who pay by automatic debit. This costs the city not only postage but also the costs for the return envelope, printing and handling on both ends of the transaction. Significant savings and efficiency will be realized if bills are delivered, and payments received, electronically.

Several new options should be explored and implemented, if feasible and cost effective:

- Electronic delivery of bills through email (including a hyperlink for electronic payment)
- Email bill delivery with automatic debit (the bill would state that the amount owed would be deducted on a certain date)
- Electronic bill delivery to bank bill pay services such as Bank of America and Quicken
- Optional suppression of printed bills for those delivered electronically

Objectives

2006-07

- Evaluate feasibility of each option above and determine cost estimates

- Include cost estimates in the FY 2007-08 requested budget

2007-08

- Implement options

Projected Costs and Funding Sources

The costs associated with these initiatives is unknown at this time

Return on Investment

The benefits of these initiatives are two-fold: not only do they provide additional options and potentially better service to our customers, but also have the potential to reduce processing costs. Many people are embracing and using the internet today to conduct financial transactions, and the options listed above would provide them with the ability to conduct business with the City in this manner. The City spends roughly $70,000 annually to print and mail utility bills, and an additional estimated $15,900 annually to process mailed payments. Any efforts that reduce the number of paper transactions at either or both ends will have a direct and positive impact on operating costs.

3.2 Electronic Business Tax Receipt Billing and Payment Options

Description

The City of Tigard requires that every individual or entity conducting business within the city limits possess a current business tax receipt. The City does not currently provide online support of this function and the application, billing and payment processes involve a good deal of manual effort on the part of staff and business owners. Not only can staff become more efficient but business owners will be provided a higher level of customer service if online options are made available to them.

Background and Current Status

There are currently over 3,150 businesses operating within the Tigard city limits. Annual business tax permit renewal notices are mailed to each business in November of each year. The fees range from $55 to $220 and are based on the number of employees. Payments are received either across the counter or by mail and each one is then entered into the financial system's business license module. Upon receipt of payment, the actual business tax receipts are printed and mailed to the business owner. New business owners must currently complete an application by hand and mail it back to the City, where the data is reentered into the system.

This initiative will implement functionality to more fully automate these processes and provide businesses with additional options. The following enhancements are sought:

- New business owners should be able to complete an application online and submit it electronically with their payment.
- For those businesses selecting this option, renewal notices will be emailed rather than printed and mailed.
- The renewal notice should contain a hyperlink allowing businesses to pay online.
- Delinquent notices will be emailed as well as printed and mailed, to assure delivery.
- An option should be available to email the actual receipt to the business owner.

Objectives

2006-07

- Complete a critical review of all tasks and steps within the business tax receipt process in order to identify and eliminate duplication of effort and tasks that otherwise add no value, and to streamline the remaining steps wherever possible.
- Draft detailed functionality specifications.
- Develop plan for addressing needed functionality. This will include discussions with the City's current financial system vendor, Springbrook Software, to develop this functionality and may also include seeking solutions from other vendors.

2007-08

- Draft and issue request for proposals for needed functionality.
- Further action will be dependent on the decision whether to seek enhancements to the existing financial application or replace the system entirely.

Projected Costs and Funding Sources

At this time the costs to implement this initiative are unknown and depend on whether the current financial system is enhanced or replaced with a new system that may already possess this type of functionality.

Return on Investment

When this initiative is fully developed and operational the following should be observable and measurable:

- An online business tax receipt application will be available and accessible through the City's website.
- Applications submitted online will be automatically interfaced with the licensing system, thus eliminating the need to reenter the data.
- Business owners will have the option of receiving annual renewal notices by email instead of regular mail. This will reduce printing and mailing costs.
- Business owners will have the option to submit payment online. These transactions will be interfaced with the licensing system and thus reduce data entry efforts.
- Business owners will have the option to receive their receipt online. This will further reduce printing and mailing costs.

3.3 Cityscape, Agendas, and Notices Through Web Subscription

Description

Currently, individuals may access and view City Council and Planning Commission meeting agendas online through the City's website. The Cityscape newsletter is also available through this medium, in addition to being mailed to all Tigard households each month at a cost of roughly $120,000 annually for printing and mailing

.

Background and Current Status

The City's website and Cityscape newsletter have become important instruments in the City's continuing efforts to improve communication and relationship with citizens. A recent survey revealed that 29% of Tigard's citizens read the Cityscape newsletter and consider it a useful and important source of information.

One way in which the City can potentially improve on its communication with citizens is to take advantage of "push" technology whereby individuals may subscribe to receive such things as the Cityscape newsletter and meeting agendas, and then would receive automatic emails once they were published. An option may be available for citizens to elect to forego the mailed version of the newsletter, thus reducing printing and postage costs.

Objectives

2006-07

- Contract with third-party listserve host
- Set up a separate listserve for each agenda and other items. At this time, agendas for City Council, Planning Commission, City Center Advisory Commission, and the Parks and Recreation Advisory Commission have been identified. In addition, listserves for the Cityscape newsletter and press releases would also be defined.
- Formulate and execute advertising plan to communicate this service to the community

Projected Costs and Funding Sources

Staff has recently identified a third-party vendor to host "listserves" at minimal cost to the City. For each agenda type and other mailing there would be a one-time setup charge of $45 plus $6 per month maintenance fee. These charges will be mainly charged to the General Fund. The anticipated costs of the six listserves identified above are $270 in initial setup fees and $432 annually. Additional costs may be incurred to design a more user-friendly interface to the listserves.

Return on Investment

The City may, over time, experience a reduction in mailing costs due to citizens electing to receive the Cityscape electronically in lieu of a mailed copy. However, the main intent of this initiative is to expand and enhance communication between the City and its citizens.

3.4 Implement a Fully Automated Online Facilities Reservation System

Description

Citizens regularly reserve and use various City facilities such as the town hall, library community room and park facilities. An integrated online reservation and payment system would provide a higher level of customer service to our citizens while greatly reducing the amount of staff involvement.

Background and Current Status

Currently, room reservations are managed by the Office Services division. Citizens and others desiring to reserve such facilities must complete and deliver a request form, which is then processed by staff using the Novell GroupWise calendaring system. Unless the requestor appears in person, they must also complete and deliver a second form authorizing the charge to their credit card. Citizens have no access to the calendaring system and the process consumes roughly 25% of a staff person's time.

Park picnic and other facilities may also be reserved by citizens. An online reservation system is in place to serve this need and may be accessed through the City's website. However, there are significant shortcomings with this system, including the inability for citizens to view a map to determine facility locations, view available dates and times, and see the cost of the reservation at the time of payment. The system is in some ways very unintuitive and not user-friendly.

The park reservation system also requires a good deal of staff management. Each online request must be reviewed to determine date and time availability before approval. During the peak season up to 60% of a staff person's time is spent managing reservations.

Tigard's citizens will be better served if the City implements an integrated facilities reservation system for managing both rooms and park facilities. Not only will this more fully automate this function but substantially reduce the need for staff involvement, thus freeing them up for other duties.

Objectives

2006-07

- Conduct and complete a comprehensive needs analysis and process review to determine needed functionality and procedural changes.
- Review and evaluate various 3rd party reservation systems.
- Include necessary amounts in the budget requests for the FY 2007-08 fiscal budget

2007-08

- Select and implement a facilities reservation system.

Projected Costs and Funding Sources

The costs associated with this initiative are unknown at this time. However, it is estimated to cost between $10,000 and $25,000, including implementation and training.

Return on Investment

When this initiative is fully implemented and operational the following should be observable and measurable:

- Citizens will be able to view all available City facilities, reserve, and pay online using an intuitive and automated reservation system.
- In the event that a desired facility is not available at the desired date and/or time, citizens will be able to immediately view available facilities and times.
- The amount of staff time and involvement will be substantially reduced.

Agenda Item # 4
Meeting Date October 17, 2006

COUNCIL AGENDA ITEM SUMMARY

City Of Tigard, Oregon

Issue/Agenda Title Presentation of Tigard Community Profile – 2006 Edition

Prepared By: Darren Wyss Dept Head Approval: TC jl City Mgr Approval: CP

ISSUE BEFORE THE COUNCIL

Review the most recent data and information on the community.

STAFF RECOMMENDATION

Provide feedback for future improvements.

KEY FACTS AND INFORMATION SUMMARY

The Tigard Community Profile – 2006 Edition, replaces the 2003 Tigard Almanac with up to date information on the community. The Profile will be updated yearly to provide accurate data for City staff and the public. The document will also provide essential information for the Comprehensive Plan Update process.

OTHER ALTERNATIVES CONSIDERED

N/A

COUNCIL GOALS AND TIGARD BEYOND TOMORROW VISION STATEMENT

Revise City of Tigard Comprehensive Plan

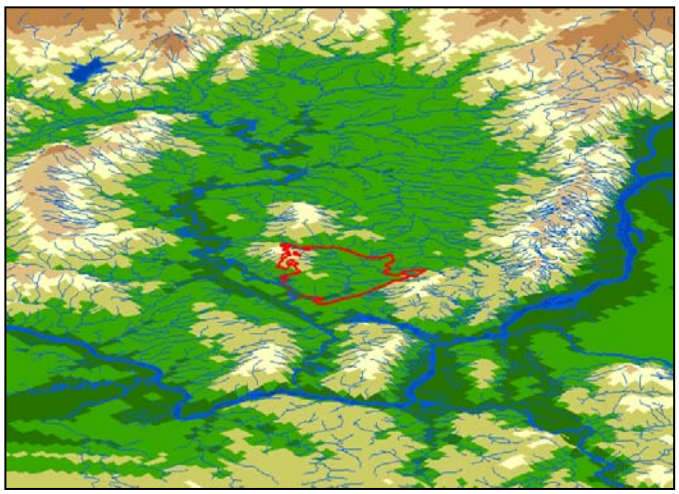
ATTACHMENT LIST

Attachment 1: Tigard Community Profile, 2006 Edition
(Hardcopies of the 2006 Edition of the Tigard Community Profile were distributed to Council at an earlier date.)

FISCAL NOTES

No fiscal impact.

Tigard Community Profile



2006 Edition

"A Place to Call Home"

13125 SW Hall Boulevard Tigard, OR 97223 503-639-4171

www.tigard-or.gov

Tigard Community Profile – 2006 Edition

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July 2006

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The *Tigard Community Profile* is an ongoing long-range planning project to compile various statistics about the City of Tigard. With the increase of information available today, particularly through the Internet, accessing accurate community information can be time consuming and at times confusing.

The objective of the *Tigard Community Profile* is to collect these valuable statistics in one convenient location; offer them in an easy to understand format; and make them readily accessible to City staff, the business community, and the general public. The *2006 Edition* contains the most recent data available for population, housing, and the local economy in the City of Tigard

For additional copies of the Tigard Community Profile,
Contact Darren Wyss
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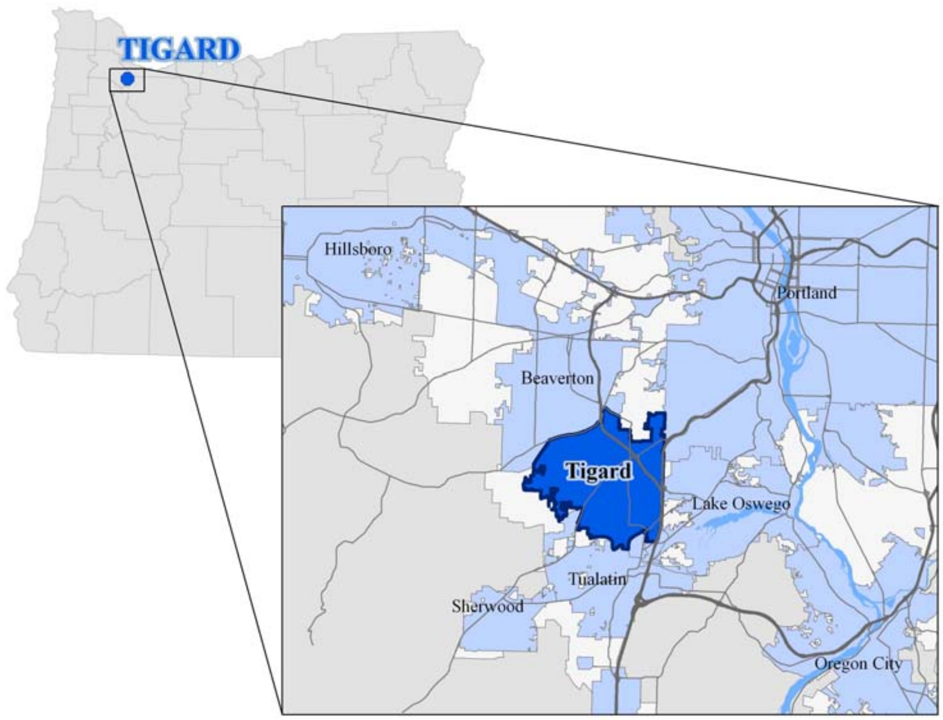
Location and Climate



The City of Tigard is located in southeast Washington County, 15 minutes from downtown Portland. The City is included in the Metro urban growth boundary and Tigard's closest neighbors include: Beaverton, Lake Oswego, Tualatin, Durham, Portland, and King City.

The community enjoys a year-round mild climate with low humidity and pleasant temperatures that average a high of 79.3 in July, and a low of 33.7 in January.

Tigard Facts	
Incorporated	1961
Population (July 2005)	45,500
Land Area	11.71 sq miles
County	Washington
School District	Tigard - Tualatin*
Annual Average Rainfall	39.03"
Average Daily Temperature**	High / Low (F)
January	46.8 / 33.7
April	61.9 / 40.4
July	79.3 / 53.7
October	64.2 / 42.8
Highest Elevation (Bull Mt)	713 ft
Lowest Elevation (Cook Park)	104 ft

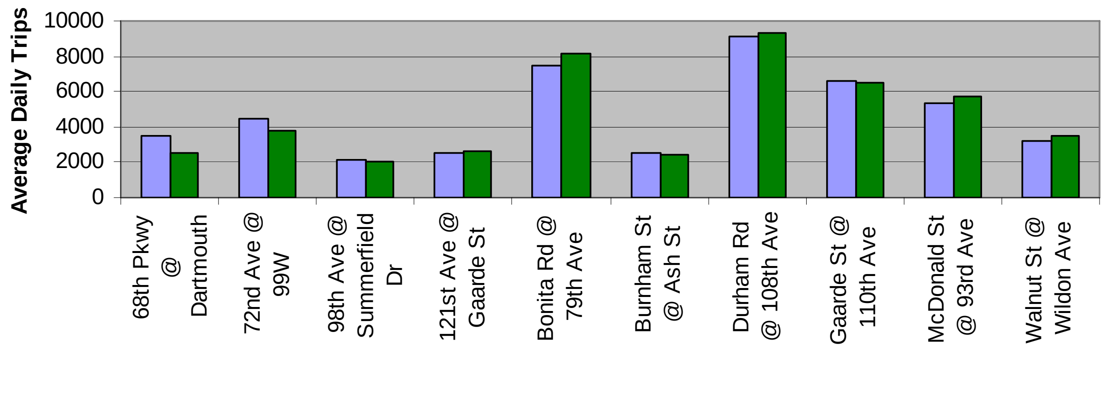
* Scholls Ferry area served by Beaverton District
** Source: Oregon Climate Summaries

Transportation

The City's transportation system includes several options for getting from one place to another. There are state highways, local streets, public transportation, an off street paved trail, and an interstate highway (Appendix Maps 1-1, 1-2, and 1-4). The local streets strive to provide efficient access to residential and commercial areas. Traffic counts for some of the busier streets can be seen in Figure 1-1. Bonita and Durham Roads see the most traffic because of their proximity to the freeway.

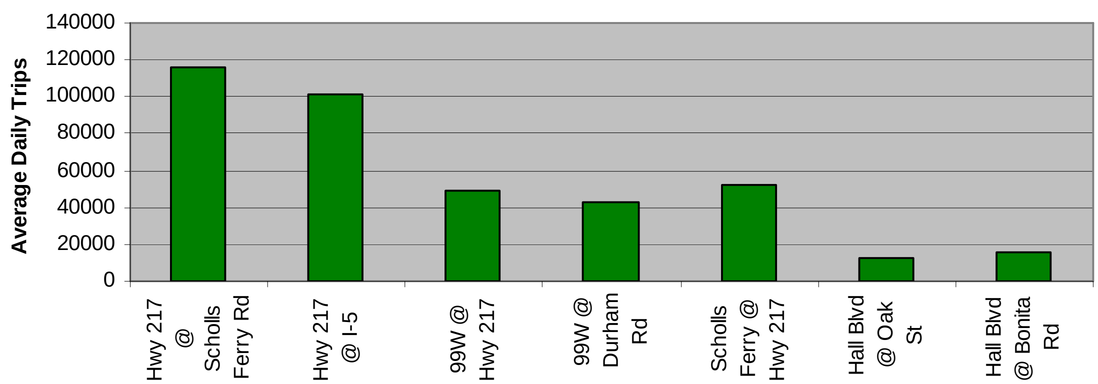
The state highways include: Highway 210 (SW Scholls Ferry Rd), SW Hall Blvd, Highway 99W (SW Pacific Highway), and Highway 217. These state highways carry a large volume of traffic (see Figure 2-2) and act as the primary thruways across Tigard. Interstate 5, which acts as a portion of the City's eastern border, contains five exits that provide access to Tigard (Exits 290 to 294).

Figure 1-1. Traffic Counts for Selected Tigard Streets



Source: Community Development Dept.

Figure 1-2. Traffic Counts for State Highways



Source: ODOT, 2004

Public transportation in the City of Tigard is provided by TriMet, which serves the entire Portland metro area. Several bus lines serve the City and primarily follow major arterials (see Appendix Map 1-2). Visit www.trimet.org for routes and schedules. A commuter rail running from Beaverton to Wilsonville with stops at Washington Square and Downtown Tigard is scheduled to begin operation in 2008. See www.tigard-or.gov/downtown/commuter_rail/default.asp for more information.

Natural Features

The City lies within the Tualatin River basin, with the Fanno Creek sub-basin covering 85% of the City. Approximately 28 miles of streams meander through Tigard on their way into the Tualatin River. Associated with these riparian corridors is the 100-year floodplain that covers 588 acres. Cook Park, on the southern edge of the City, is located entirely within the Tualatin River floodplain. There are also a number of wetlands around the City that cover 285 acres. See Appendix Map 1-3.

PHYSICAL FORM

Creeks Within The City of Tigard
Ash Creek
Ball Creek
Derry Dell Creek
Fanno Creek
Hiteon Creek
Krueger Creek
Pinebrook Creek
Red Rock Creek
Summer Creek

Moving upslope from the riparian areas, the City contains a number of ridges, as well as Bull Mountain and Little Bull Mountain. Bull Mountain forms the western most edge of the City and rises to an elevation of 713 feet. The northern and eastern slopes of the mountain lie within the City limits. Little Bull Mountain is located east of Bull Mountain on the opposite side of Highway 99W. It rises to an elevation of 430 feet. The two mountains contribute the majority of the 181 acres of steep slopes within Tigard (Appendix Map 1-3).

Table 1-1. Land Area of Key Natural Features

Feature	Acres	Percent of Total Land
Slopes > 25%	181	2.4%
Wetlands	285	3.8%
100 Year Floodplain	588	7.8%
City of Tigard	7496	100%

Source: Community Development Dept.

Parks and Open Space

The City operates and maintains several parks and greenspaces around the community, which provide the opportunity for passive and active recreational activities (see Table 1-2 and Appendix Map 1-4 for names and locations). Cook Park is the largest of the parks and is located along the scenic Tualatin River. Three dog parks, which provide off-leash areas for canine recreational opportunities, can also be found in the community. Englewood, Fanno Creek, and Woodard Parks contain portions of the Fanno Creek Trail. The paved, multi-use trail winds along Fanno Creek and continues north into Beaverton (see Map 1-4 for all trail locations). A few portions of the trail are yet to be built, but the future plan is for it to be continuous. Currently, a pedestrian/bicycle bridge over the Tualatin River is being constructed for additional access. See http://www.tigard-or.gov/community/parks/default.asp for more information about park facilities in Tigard.

Table 1-2. Parks and Greenspaces

Facility	Acres
Pocket Parks	
Liberty Park	0.75
Main St Park	0.25
Windmill Park	0.15
Neighborhood Parks	
Bonita Park	5.58
Jack Park	5.5
Northview Park	3.45
Woodard Park	2.26
Community Parks	
Cook Park	79.05
Summer Lake Park	23.82
Linear Parks	
Commercial Park	0.75
Englewood Park	14.97
Fanno Cr Park	21.8
Dog Parks	
Ash St Dog Park	0.24
Potso Dog Park	1.74
Summerlake Dog Park	0.66
Greenspace (undeveloped)	171.78

Source: Tigard Public Works

Annexations

The City has annexed land over time to grow to its current size of 7496 acres (11.71 sq miles).The annexations have ranged from a single property to neighborhoods, such as the Walnut Island annexation of 2000. This annexation was the largest in recent history and accounts for close to 310 of the acres annexed that year. Table 1-3 shows the number and acreage of annexations over the past 12 years.

Table 1-3. Recent Annexations

Year	Number	Acres
2005	5	72.24
2004	3	94.97
2003	3	4.21
2002	4	64.64
2001	0	0
2000	16	311.15
1999	5	10.13
1998	8	22.91
1997	13	8.62
1996	2	18.79
1995	8	25.36
1994	11	75.59

Source: Community Development Dept.

Looking northeast from Bull Mountain

City Hall
(Planning, Building, Engineering, Administration, Utility Billing, Finance, Municipal Court, Code Enforcement)
13125 SW Hall Blvd
Tigard , OR 97223
503-639-4171
Mon-Fri, 8am-5pm
www.tigard-or.gov

Public Works
(Stormwater, Wastewater, Solid Waste, Drinking Water, Streets, Parks, Emergency Management)
9020 SW Burnham St
Tigard, OR 97223
503-718-2596
Mon-Fri, 8am-5pm
www.tigard-or.gov

Police Department
(Community Policing, Youth Services, Crime Prevention, Traffic Control)
13125 SW Hall Blvd
Tigard , OR 97223
Emergency 911
Voice 503-639-6168
Non-Emergency 503-629-0111
Everyday, 8am-11pm
www.tigard-or.gov/police

City Library
13500 SW Hall Blvd
Tigard , OR 97223
503-684-6537
Mon-Wed, 10am-8pm
Thurs, 1pm-8pm
Fri-Sat, 10am-5pm
Sun, 1pm-5pm
www.tigard-or.gov/library

Tualatin Valley Fire & Rescue
Station 51
8935 SW Burnham St
Tigard, OR 97223
503-612-7000
www.tvfr.com

Land Use

The City of Tigard is currently divided into four primary land use classifications: commercial, industrial, mixed-use, and residential. Almost 70% of land within the City is planned to accommodate residential use, ranging from low density single family homes to high density multi-family dwellings. The other three classifications each comprise around 10% (see Table 2-1) of the community's land use. These general classifications are further divided into zoning districts (see Appendix Map 2-1) with specific rules and regulations. More information about each district can be found in Title 18 of the Municipal Code: www.tigard-or.gov/business/municipal_code/title-18.asp.

Table 2-1. Land Area by Zoning Designation

	Acres	Square Miles	Percent
Commercial	797	1.25	10.6%
Industrial	859	1.34	11.5%
Mixed-Use	700	1.09	9.3%
Residential	5140	8.03	68.6%
City of Tigard	7496	11.71	100.0%

Source: Community Development Department, June 2006

Buildable Land

The City tracks buildable lands through a yearly inventory process. The purpose of the buildable lands inventory (BLI) is to identify undeveloped land that is available and compatible with development policies and practices. At the end of 2005, less than 10% of land within the City was considered buildable. The majority of land on the BLI was zoned residential (72.5%), with lower totals for commercial (8.5%), industrial (11.5%), and mixed-use (7.5%). See Table 2-2 for the breakdown.

Table 2-2. 2005 Buildable Lands Inventory

Zoning		Acres
C-C	Community Commercial	0
C-G	General Commercial	40.84
C-N	Neighborhood Commercial	0
C-P	Professional Commercial	9.16
CBD	Central Business District	1.07
I-H	Heavy Industrial	0
I-L	Light Industrial	25.55
I-P	Industrial Park	43.59
MUC	Mixed Use Commercial	3.38
MUE	Mixed Use Employment	28.11
MUE-1	Mixed Use Employment 1	8.30
MUE-2	Mixed Use Employment 2	0.75
MUR-1	Mixed Use Residential 1	3.90
MUR-2	Mixed Use Residential 2	0.71
R-1	30,000 Sq Ft Minimum Lot Size	3.35
R-2	20,000 Sq Ft Minimum Lot Size	1.36
R-3.5	10,000 Sq Ft Minimum Lot Size	24.25
R-4.5	7,500 Sq Ft Minimum Lot Size	205.45
R-7	5,000 Sq Ft Minimum Lot Size	123.61
R-12	3,050 Sq Ft Minimum Lot Size	44.03
R-25	1,480 Sq Ft Minimum Lot Size	33.50
R-40	40 Units per Acre	0
Total		600.91

Source: Community Development Department

Commercial Land - Three of the five commercial districts contain buildable land and 83% of that is zoned General Commercial. No Community and Neighborhood Commercial land is available.

Industrial Land - No buildable land remains in the Heavy Industrial district. In Light Industrial, 69% (17.64 acres) is located on one property. Likewise, 80% (34.7 acres) of the buildable Industrial Park land is owned by one individual.

Mixed-Use Land - Mixed use districts all contain some buildable land, but the majority is zoned Mixed Use Employment (63%).

Residential Land - A large portion of the 2005 BLI is zoned low density (53% is R-3.5 or R-4.5) or medium density (28% is R-7). The remaining low density residential land (R-1 and R-2) comprises only 1% of buildable residential land and all is partially developed. No land zoned R-40 remains on the inventory.

Table 2-3. Lot Sizes of 2005 Buildable Lands Inventory

Lot Size	Commercial	Industrial	Mixed-Use	Residential	Total
Less than 5000 sq ft	3	1	7	53	64
5000 to 10,000 sq ft	7	3	11	227	248
10,000 sq ft to 1 acre	25	11	44	228	308
1 to 2 acres	5	2	7	81	95
2 to 5 acres	5	2	2	33	42
5 to 10 acres	1	0	0	8	9
More than 10 acres	1	3	0	2	6
Total	47	22	71	632	772

Source: Community Development Department

Table 2-3 breaks the 2005 BLI down into the planning designations and distributes the buildable lots based on size. 80% of the buildable lots are less than one acre in size and 44% are less than 10,000 square feet. Large lots available for development are scarce with only 57 (7%) lots greater than 2 acres.

For more information on the 2005 Buildable Lands Inventory, please contact the City's Long Range Planning Division.

New Construction

New residential construction within Tigard has remained steady over the previous 12 years. Table 2-4 shows new dwelling units within the community receiving a certificate-of-occupancy (CofO) permit from the Building Division. Single family homes, which include free standing and attached, hit a high of 335 units in 1995 and dipped to a low of 187 in 2002. The number constructed went above 300 in 2005 for the first time since 1996. Multi family dwellings have not been as consistent with four years (1994, 1996, 2000, 2005) providing 89% of the multi family units over the 12 year period. The overall density of residential construction is 6.8 dwelling units per acre since 1994, with single family homes at 5.9 and multi family at 18.9 dwelling units per acre.

Table 2-4. New Residential Construction Since 1994

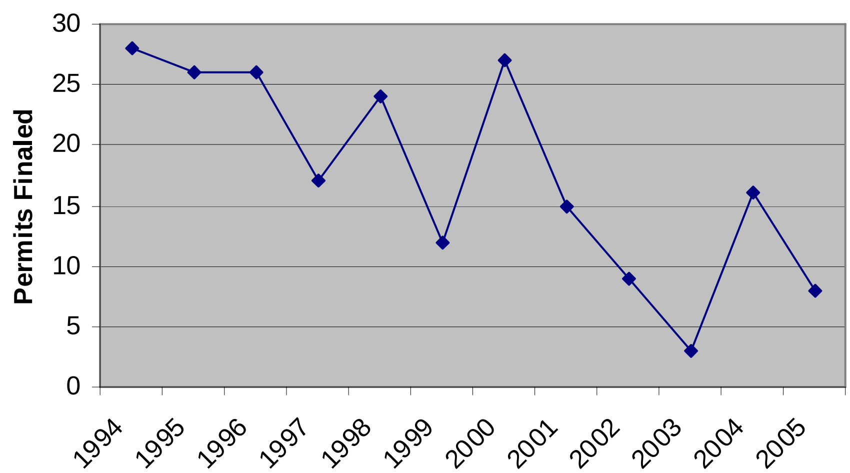
Year	Single Family Dwelling Units	Single Family Density (DU/Acre)	Multi Family Dwelling Units	Multi Family Density (DU/Acre)	Total Dwelling Units	Total Density (DU/Acre)
2005	301	8.1	108	26.6	409	10.0
2004	267	6.9	0	0.0	267	6.9
2003	294	7.1	42	15.3	336	7.6
2002	187	7.1	29	34.5	216	8.0
2001	288	8.6	0	0.0	288	8.6
2000	202	6.1	112	17.6	314	8.0
1999	244	6.3	0	0.0	244	6.3
1998	200	4.7	8	100.0	208	4.8
1997	298	5.1	4	100.0	302	5.2
1996	316	4.6	126	25.0	442	6.1
1995	335	5.0	0	0.0	335	5.0
1994	320	5.0	298	15.4	618	7.4
Total	3252	5.9	727	18.9	3979	6.8

Source: Community Development Department

New commercial construction is not as prevalent or consistent as residential construction in Tigard. Figure 2-1 shows that 1994 had the most commercial CofO permits issued at 28, with only 3 issued in 2003. 1994 to 1996 remains the most consistent period.

Looking beyond new units built, total valuation of all permits issued gives another sense of construction activity in the community. Figure 2-2 shows the value of residential and commercial construction over the period of 1994 to 2005. The totals include new construction, alterations, additions, foundation work, fire protection systems, and other miscellaneous work.

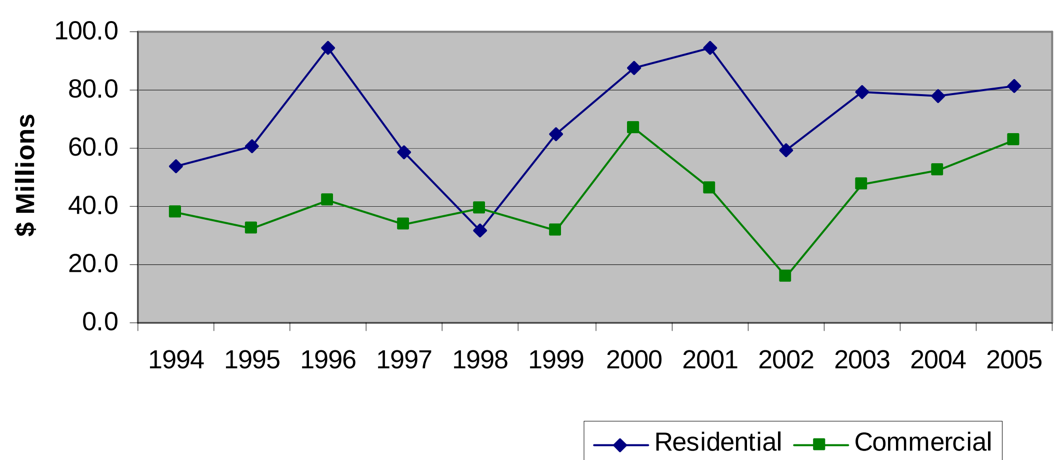
Figure 2-1. New Commercial Construction



Source: Community Development Dept.

Residential construction valuation peaked in 1996 and 2001, while it hit a low in 1998. The last three years have been consistent at around $80 million per year. Commercial valuation peaked in 2000 and hit a low in 2002. Last year saw the second highest valuation in the 12 year period at around $60 million. The only year to see commercial valuation higher than residential was 1998.

Figure 2-2. Valuation of New Construction and Alterations



Source: Community Development Dept.

Housing Units

Table 2-5. Total Housing Units in Tigard

Year	Single Family	Housing Units Built Multi Family	Demo's	Total
2000 (April 1)**				17,369
2000 (after April 1)	153	104	24	233
2001	288	0	15	273
2002	187	29	25	191
2003	294	42	40	296
2004	267	0	26	241
2005	301	108	29	380
2006 (thru April 30)	66	0	14	52
	1324	179	173	19,035
Walnut Island Annexation (2000)				380
			Total	19,415

** From 2000 US Census

Source: 2000 U.S. Census, Community Development Dept.

Total housing units in the City of Tigard totaled 19,415 at the end of April 2006 (see Table 2-5). This total includes single and multi family units. The age of the housing units in the community is distributed fairly evenly, as shown in Figure 2-3. The decades of the 1970's, 1980's, and 1990's all account for nearly one quarter of housing units. The older housing stock (pre-1970) accounts for 19% and units constructed in the current decade account for 10%.

The homeowner occupancy rate for Tigard in the year 2000 was 58% and a comparison to some of the community's neighbors can be seen in Figure 2-4 on the next page. Tigard has slightly more homeowner occupancy than Tualatin (55%) and Beaverton (48%), while being slightly behind Washington County and Portland. Lake Oswego, King City, and Sherwood all have occupancy levels over 70%. See Appendix Map 3-4 for the distribution of home ownership in the community.

Figure 2-3. Year Dwelling Unit Built

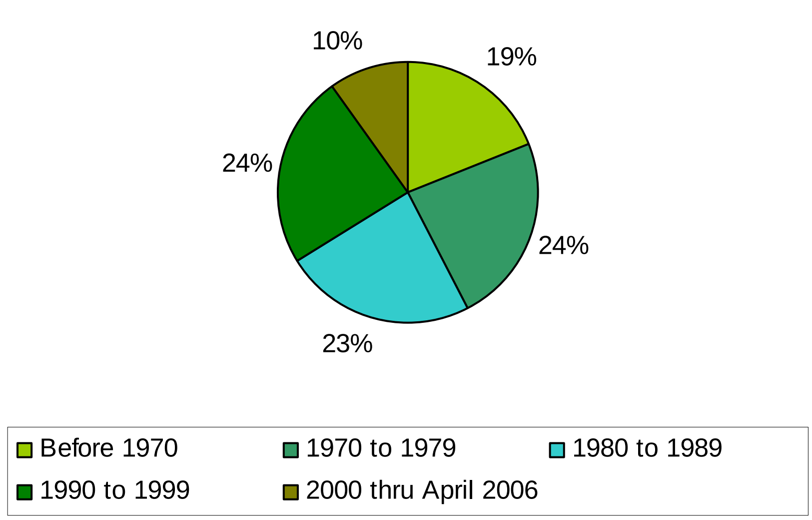
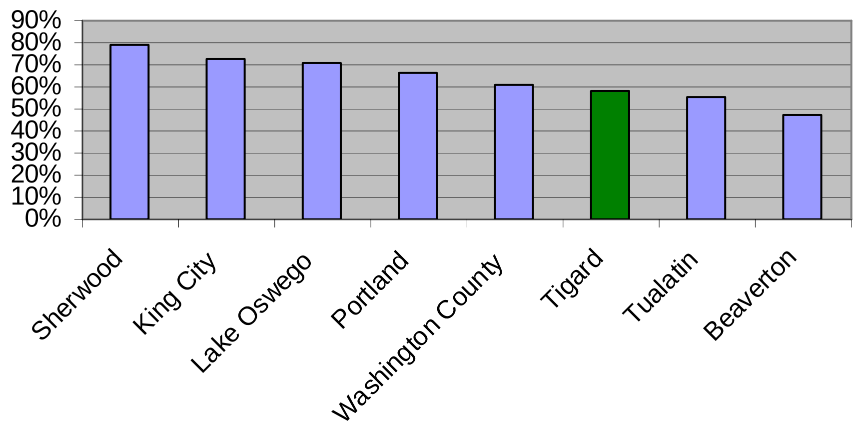


Figure 2-4. Owner Occupied Housing Unit Comparison



Source: 2000 U.S. Census

Housing Prices

A good indication of housing prices, as well as the community's success in meeting affordable housing needs, is the percentage of a household's monthly income spent on housing. Table 2-6 breaks the percentages into Owner and Renter Occupied units. It shows that close to 30% of homeowners are spending less than 15% of their monthly income on housing. The opposite is true for renters, as 30% of them spend 35% or more of their monthly income on housing. Outside of those figures, the numbers are fairly consistent between the owners and renters.

Table 2-6. Monthly Housing Costs as a Percentage of Income

% of Income	Owner Occupied %	Renter Occupied %
Less than 15%	29.3	16.1
15 to 19%	18.5	15.0
20 to 24%	17.3	13.2
25 to 29%	11.3	13.3
30 to 34%	9.5	9.9
35% or more	13.6	30.6

Source: 2000 U.S. Census

Table 2-7. Affordable Housing in Tigard

Washington County Housing Authority/State Housing Division	Units
Single Family & Duplex Housing	32
The Colonies	96
Bonita Villa	96
Rent Vouchers	180
State Tax Credits	600
Community Partners for Affordable Housing (CPAH)	
Greenburg Oaks	84
Metzger Park (unincorporated Metzger)	32
Village at Washington Square	26
Single Family Houses	1
Tualatin Valley Housing Partners (TVHP)	
Hawthorne Villa	119

Source: Community Development Department

Affordable housing providers strive to alleviate some of the monthly rental costs by providing housing and programs to lessen the burden on low income households. Table 2-7 lists the providers working in Tigard. There are currently 486 affordable housing units located in the community as well as a couple of financial programs available to residents.

See http://www.tigard-or.gov/city_hall/departments/cd/long_range_planning/ for more information about affordable housing in Tigard.

Table 2-8. Single-Family Construction		
Year	Average House Size (sq ft)	Average House Price ($)
2005	2502	245,190
2004	2563	257,952
2003	2520	257,494
2002	2371	233,409
2001	2214	194,194
2000	2319	183,821
1999	2250	171,237
1998	2246	169,967
1997	2417	178,387
1996	2559	176,554
1995	2405	159,854
1994	2247	117,064

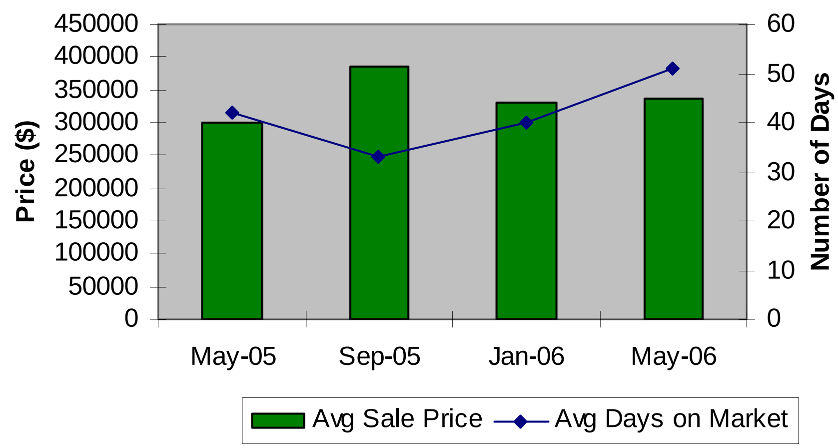
Source: Community Development Dept.

The average house size and price for new single family construction in the City of Tigard is shown in Table 2-8. This data includes both free standing and attached homes. House size peaked in 1996 at 2559 square feet and then declined and leveled off for a few years, reaching a low of 2246 in 1998. The past three years have seen the average size top 2500 square feet each year for the first time since 1996. The overall average for the 12 year period is 2384 square feet.

New housing prices during the same period have more than doubled. They have steadily increased, except for a decline in 1998 and again last year when the average price dropped from $257, 952 to $245,190. The average price for the 12 year period is $195,247.

Figure 2-5 displays all residential home sales in the area encompassing Tigard, Tualatin, Wilsonville, and Sherwood. The one year period from May 2005 to May 2006 saw the average selling price peak in the fall of 2005 ($384,600)and then drop slightly and remain steady through the first 5 months of 2006. The average days for a home to remain on the market were lowest (33 days) as the average selling price was highest.

Figure 2-5. Residential Home Sales (Tigard, Tualatin, Wilsonville, Sherwood)



Source: Market Action, RMLS

Since that point, average days on the market have steadily increased to a rate of 51 days in May 2006.

Growth Over Time

The City of Tigard has experienced a steady population growth since its incorporation in 1961 (Figure 3-1). The population as of July 2005 was 45,500 residents, which is a 2% growth from the previous year. Population increases have varied from a yearly change of less then 1% to almost 50% (Table 3-1) since incorporation. The large population increase between 1999 and 2000 is the result of the Walnut Island annexation discussed in the Physical Form section of the Almanac. Tigard represents approximately 9% of total Washington County population. See Appendix Map 3-1 for population distribution

Table 3-1. City of Tigard Historic Population

Year	Population	Change	Year	Population	Change
1961	1084		1984	18,450	3.36%
1962	1804	66.42%	1985	20,250	9.76%
1963	1844	2.22%	1986	20,765	2.54%
1964	1980	7.38%	1987	23,335	12.38%
1965	2203	11.26%	1988	25,510	9.32%
1966	2480	12.57%	1989	27,050	6.04%
1967	3700	49.19%	1990	29,435	8.82%
1968	4700	27.03%	1991	30,910	5.01%
1969	6300	34.04%	1992	31,350	1.42%
1970	6499	3.16%	1993	32,145	2.54%
1971	6880	5.86%	1994	33,730	4.93%
1972	7300	6.10%	1995	35,021	3.83%
1973	8720	19.45%	1996	35,925	2.58%
1974	10,075	15.54%	1997	36,680	2.10%
1975	10,075	0.00%	1998	37,200	1.42%
1976	11,000	9.18%	1999	38,704	4.04%
1977	11,850	7.73%	2000	42,260	9.19%
1978	13,000	9.70%	2001	43,040	1.85%
1979	14,200	9.23%	2002	44,070	2.39%
1980	14,900	4.93%	2003	45,130*	2.41%
1981	15,500	4.03%	2004	44,650	-1.06%
1982	17,700	14.19%	2005	45,500	1.90%
1983	17,850	0.85%			

Sources: Portland State University Population Research Center
City of Tigard 1996 Data Resource Report
* This total is the result of a data collection error that was corrected in the 2004 count

Table 3-2 displays the average annual growth rate (AAGR) of Tigard and a comparison to some neighbors since the year 2000. Tigard has experienced an AAGR of 1.53%, which is similar to Beaverton and slightly behind Washington County as a whole. Sherwood and Tualatin have experienced greater average growth over the time period, while the State, Portland, and Lake Oswego have seen smaller population growth rates.

Figure 3-1. City of Tigard Population Increase

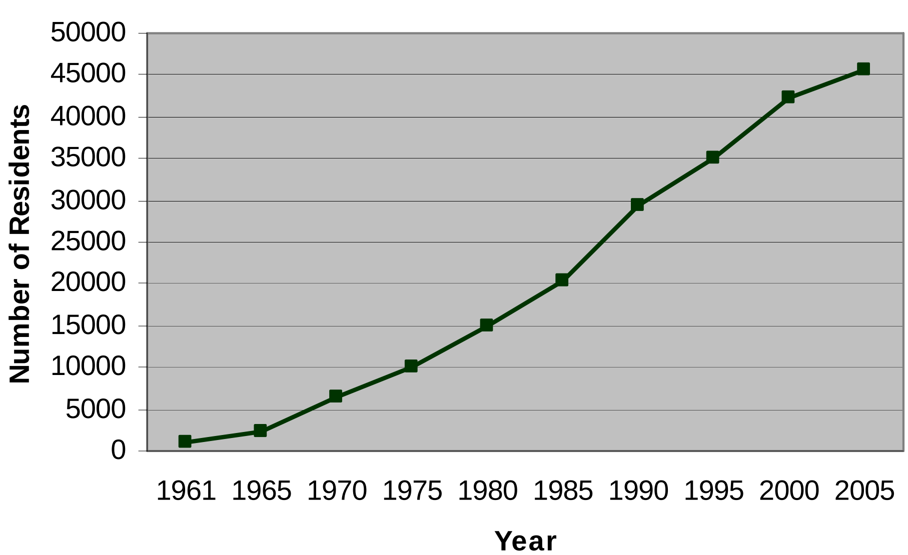


Table 3-2. Population Growth Rate Comparison

Jurisdiction	2000	2005	AAGR
Sherwood	12,230	14,410	3.57%
Tualatin	23,065	25,465	2.08%
Washington County	449,250	489,785	1.80%
Beaverton	77,050	83,110	1.57%
Tigard	**42,260**	**45,500**	**1.53%**
State of Oregon	3,436,750	3,631,440	1.13%
Portland	531,600	555,650	0.90%
Lake Oswego	35,415	36,075	0.37%

Source: Portland State University Population Research Center
AAGR = Average Annual Growth Rate

Age Structure

The age structure of Tigard residents shows the greatest percentages are in the groups 25 to 34 and 35 to 44 years old. This is consistent with Washington County, as is the overall population breakdowns. When compared with the state, the age group breakdowns show Tigard residents are slightly younger (Figure 3-2).

Figure 3-2. Age Structure Comparison

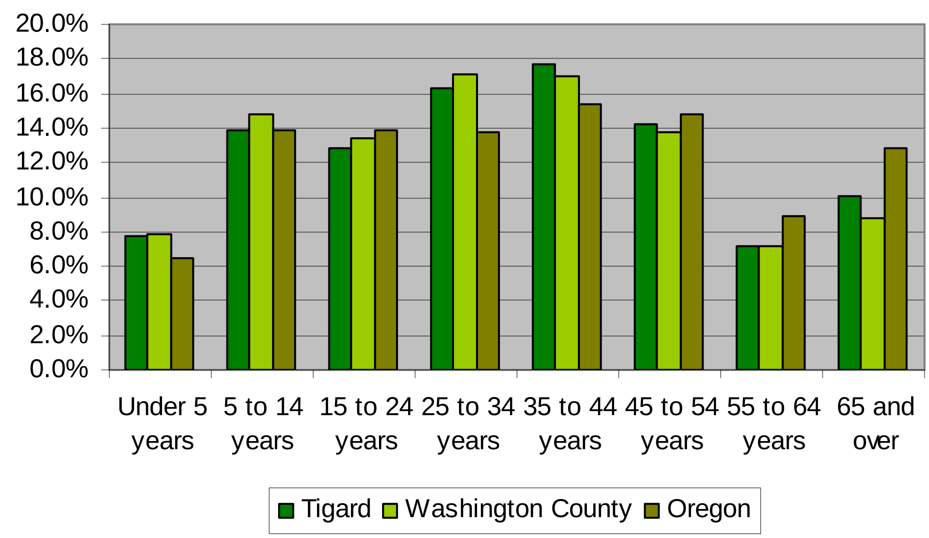
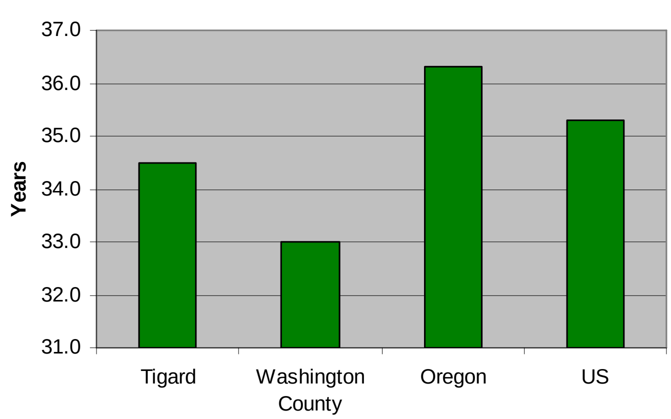


Figure 3-3. Median Age Comparison



The median age of a Tigard resident in the year 2000 was 34.5 years (Figure 3-3). This is slightly higher than Washington County (33.0), but lower than the State (36.3) and the US (35.3).

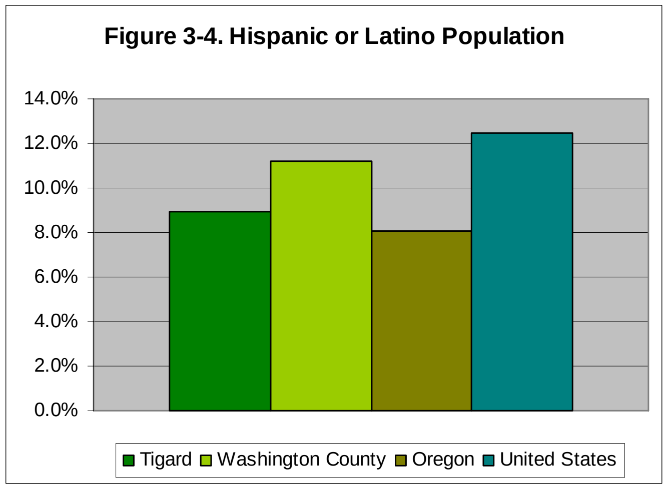
Race and Language Spoken

About 9% of Tigard citizens identify themselves as having a Hispanic or Latino ethnicity, the majority with a Mexican heritage (Table 3-3). These numbers are slightly less than Washington County's Hispanic or Latino population (11.2%) and the US total of 12.5% (Figure 3-4). Tigard has a slightly larger Hispanic or Latino community than Oregon as a whole (8.0%). See Appendix Map 3-2 for Hispanic/Latino population distribution.

Table 3-3. Hispanic or Latino and Race

Race	Number	Percent
Hispanic or Latino	3686	8.9%
Mexican	2849	6.9%
Puerto Rican	82	0.2%
Cuban	57	0.1%
Other	698	1.7%
Not Hispanic or Latino	37537	91.1%
White alone	33317	80.8%

Source: 2000 U.S. Census



The greater part of Tigard residents identify themselves as white (85.4%), with Asians comprising about 6% of the population. See Table 3-4 for a detailed breakdown of race within the community.

For children between the ages of 5 to 17 the predominant language spoken at home is English at 83.4%. The number of Spanish speaking children is 8.4%. About 3% of children speak Chinese, Korean, or Vietnamese at home. For the population 18 years and older, the percentages are similar with English at 83.3%, Spanish at 7.7% and Vietnamese and Chinese at around 1% each. One percent of adults speak German at home (Table 3-5).

Table 3-4. Population and Race

Race	Percent
One Race	97.0%
White	85.4%
Black or African American	1.1%
American Indian & Alaskan Indian	0.6%
Asian	5.6%
Native Hawaiian & Other Pacific Islander	0.5%
Some Other Race	3.8%
Two or More Races	3.0%

Source: 2000 U.S. Census

Table 3-5. Language Spoken at Home

Language	Percentage
5 to 17 years	
English	83.4%
Spanish	8.4%
Chinese	1.3%
Korean	1.0%
Vietnamese	1.0%
18 years and older	
English	83.8%
Spanish	7.7%
Vietnamese	1.1%
Chinese	1.0%
German	1.0%

Source: 2000 U.S. Census

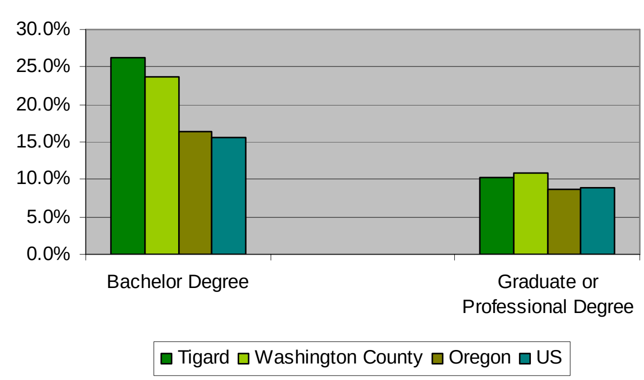
Educational Attainment

When looking at the educational attainment for Tigard residents 25 and older, 91% have received a high school diploma and 44% of residents have completed a college degree program (Table 3-6).

Table 3-6. Educational Attainment (25 years and older)	
Education Level	Percent
Less than 9th grade	3.4%
9th to 12th grade (no diploma)	5.8%
High School graduate (includes equivalency)	18.3%
Some college, no degree	28.3%
Associate degree	7.8%
Bachelor degree	26.3%
Graduate or Professional degree	10.2%
Source: 2000 U.S. Census	

Comparing higher educational achievement, Figure 3-5 shows that the community has a slightly higher percentage of residents earning a bachelor degree than Washington County. Tigard is about 10% higher than the National and Oregon percentages for earning a bachelor degree. Around 10% of residents have received a graduate or professional degree, which is slightly higher than the Oregon and National numbers, and slightly lower than Washington County (Figure 3-5).

Figure 3-5. Educational Attainment Comparison (25 years and older)



Households

Within Tigard, families account for two-thirds of households and 85% of them are married couples. 33.5% of married couple families have children under the age of 18. Non-family households have 26.7% of residents living alone, with 7.8% of them 65 years of age or older. The average household size in Tigard is 2.48. See Table 3-7 for more information.

Table 3-7. Households Facts in Tigard		
Category	Number	Percentage
Total households	16,507	
With children < 18 years		35.4%
With individuals > 65 years		17.8%
Family households	10,739	
Married couple		52.0%
With children < 18 years		33.5%
Female householder, no husband		9.2%
Female householder, no husband with children < 18 years		6.3%
Non-family households	5,768	
Living alone		26.7%
Over 65 years and living alone		7.8%
Average household size	2.48	
Source: 2000 U.S. Census		

Income

In 1999, median income for Tigard households was $51,581. Households with the householder between the ages of 35 to 64 were higher than the community median, while households with the householder under 25 earned only half of the community household median income (Table 3-8). See Appendix Map 3-3 for Income distribution in the community.

Table 3-8. Median Household Income by Age

Age of Householder	Median Income
Under 25 years	$25,451
25 to 34 years	$50,247
35 to 44 years	$62,683
45 to 54 years	$66,049
55 to 64 years	$59,904
65 to 74 years	$40,542
75 years and older	$29,890
1999 Total Median Income	$51,581

Source: 2000 U.S. Census

Table 3-9. Household Income Breakdown

Income Range	Percentage
Less than $15,000	8.8%
$15,000 to $24,999	11.6%
$25,000 to $34,999	11.4%
$35,000 to $49,999	16.3%
$50,000 to $74,999	21.7%
$75,000 to $99,999	14.5%
$100,000 or more	15.7%

Source: 2000 U.S. Census

Households earning $50,000 - $74,999 per year comprise the largest percentage of income groups (21.7%). Households earning $100,000 or more make up 15.7% of the community and 8.8% earn less than $15,000 a year (Table 3-9).

Comparing the median household income to other jurisdictions, Tigard residents earn slightly less than Washington County as a whole, but $10,000 more per year than Portland households and all Oregon households. Tualatin, Sherwood, and Lake Oswego have higher community median household incomes, while Beaverton residents earn slightly less (Table 3-10).

Table 3-10. Household Median Income Comparison

Jurisdiction	Dollars
Lake Oswego	$71,597
Sherwood	$62,518
Tualatin	$55,762
Washington County	$52,122
Tigard	**$51,581**
Beaverton	$47,863
Portland	$40,146
State of Oregon	$40,916

Source: 2000 U.S. Census

Poverty Level

The number of Tigard residents living in poverty increased in all categories, except individuals 65 years and older, from 1990 to 2000 (Table 3-11). Female householders, with no husband present, are the most afflicted with poverty. Close to 20% are below the federal poverty level, and that increases to 25% with related children under 18 years of age, and 45% with related children under 5 years of age. Families with related children under 5 years of age saw the greatest increase in poverty at 227.8%.

Table 3-11. Poverty Status

Category	% Below Poverty Level 1989	1999	Change
Families	3.7%	5.0%	35.1%
with related children < 18 years old	4.5%	7.6%	68.9%
with related children < 5 years old	3.6%	11.8%	227.8%
Female householder, no husband present	12.2%	19.6%	60.7%
with related children < 18 years old	18.5%	25.2%	36.2%
with related children < 5 years old	36.5%	44.7%	22.5%
Individuals	4.8%	6.6%	37.5%
18 years and older	4.7%	6.1%	29.8%
65 years and older	3.6%	3.6%	0.0%

Source: 2000 U.S. Census

Businesses in Tigard

The City of Tigard issues licenses for businesses operating within the City limits. As of February 2006, there were 3,124 businesses licensed in the City with a total of 30,616 employees. From this total, there were 420 home based businesses that employed 640 persons.

The largest of the businesses licensed with the City can be seen in Table 4-1. Renaissance Credit Services tops the list with 1,116 employees, with the Meier & Frank department store second at 704 employees. These are the only two businesses in the City with more than 500 employees. The 20 largest employers are spread among a variety of business sectors, from Finance/Banking/Real Estate to Department Stores to Manufacturers.

Table 4-1. Top 20 Employers in Tigard

	Business Name	Number of Employees	Business Sector
1	Renaissance Credit Services	1116	Finance/Banking/Real Estate
2	Meier & Frank	704	Department Store
3	Nordstrom	461	Department Store
4	Oregon PERS	347	Government Agency
5	Costco Wholesale	341	Wholesaler
6	Providence Health System	303	Medical/Dental
7	Ikon Office Solutions	277	Sales/Manufacturer's Rep
8	FLIR Systems Inc.	250	Manufacturer
9	The Cheesecake Factory	250	Restaurant
10	Home Depot	241	Retail
11	North Pacific Group Inc.	238	Wholesaler
12	US BancCorp Equipment Finance Inc.	234	Finance/Banking/Real Estate
13	Gerber Legendary Blades	232	Manufacturer
14	Landmark Ford	224	Auto Sales/Service/Lease
15	The Coe Manufacturing Co.	221	Manufacturer
16	Rockwell Collins Aerospace	216	Manufacturer
17	Sears, Roebuck & Co.	206	Department Store
18	University of Phoenix	196	Service Industry
19	Williams Controls Inc.	189	Manufacturer
20	Fred Meyer	186	Department Store

Source: City of Tigard Finance Department

The top ten business sectors within the community are shown by number of employees and total number of businesses in Table 4-2. Contractor tops the list by number of businesses (305), but is second in number of employees (2589). Finance/Banking/Real Estate business sector employs the largest number of people at 2901, with 194 businesses. Hair/Beauty/Nail Salon, Consulting Services, and Janitorial/Carpet/Windows all make the top ten in number of businesses, but do not make the top ten in number of employees. Wholesaler and Computer-Sales & Related are both in the top ten numbers of employees, but do not make the top ten numbers of businesses.

Table 4-2. Top 10 Business Sectors in Tigard

By Number of Businesses			By Number of Employees		
	Business Name	Number of Businesses		Business Name	Number of Employees
1	Contractor	305	1	Finance/Banking/Real Estate	2901
2	Service Industry	269	2	Contractor	2589
3	Retail	205	3	Manufacturer	2504
4	Finance/Banking/Real Estate	194	4	Retail	2237
5	Medical/Dental	124	5	Restaurant	1996
6	Hair/Beauty/Nail Salon	120	6	Department Store	1873
7	Consulting Services	114	7	Service Industry	1708
8	Restaurant	111	8	Wholesaler	1517
9	Janitorial/Carpet/Windows	100	9	Medical/Dental	1167
10	Manufacturer	99	10	Computer - Sales & Related	975

Source: City of Tigard Finance Department

Sales

The U.S. Economic Census, which takes place every five years, provides data on industry sales within the City of Tigard. Table 4-3 shows the industries operating in Tigard (the industry description does not align perfectly with the City's business license sector data) and compares 1997 and 2002 Economic Census data. Wholesale Trade is generating the most money in Shipments, Sales & Receipts, but the total has fallen since 1997. Retail Trade employed the most people in both 1997 and 2002, and also ranks second in the amount of money generated. (The business sector information from the City and industry description information are not identical because of different methodologies in collecting the data.)

Table 4-3. Sales Over Time, by Industry in Tigard

	Number of Businesses		Shipments, Sales & Receipts ($1000)	
Industry Description	1997	2002	1997	2002
Manufacturing	110	107	566,387	539,058
Wholesale Trade	246	235	3,212,540	2,915,377
Retail Trade	335	313	1,429,402	1,498,597
Information	n/a	71	n/a	n/a
Real Estate, Rental & Leasing	110	127	117,485	250,688
Professional, Scientific & Technical Services	247	298	233,983	n/a
Administrative, Support & Management	117	127	196,685	175,763
Educational Services	16	18	14,234	14,922
Health Care & Social Assistance	139	154	112,591	235,198
Arts, Entertainment & Recreation	12	17	5,885	9,092
Accommodation & Food Services	130	151	88,391	93,162
Other Services (except public admin)	91	126	48,513	99,519

Source: 2002 U.S. Economic Census

Payroll

The U.S. Economic Census also collects information on employees and payroll for industries in Tigard. Table 4-4 shows the comparison between 1997 and 2002.

Retail Trade had the most employees for both years, as well as the highest annual payroll in 2002. This increase in payroll happened with a decline of around 450 employees during the period. Administrative, Support & Technical Services and Accommodation & Food Services both have high numbers of employees, but lower annual payrolls. Wholesale Trade and Information have lower numbers of employees with higher annual payrolls.

Table 4-4. Payroll Over Time, by Industry in Tigard

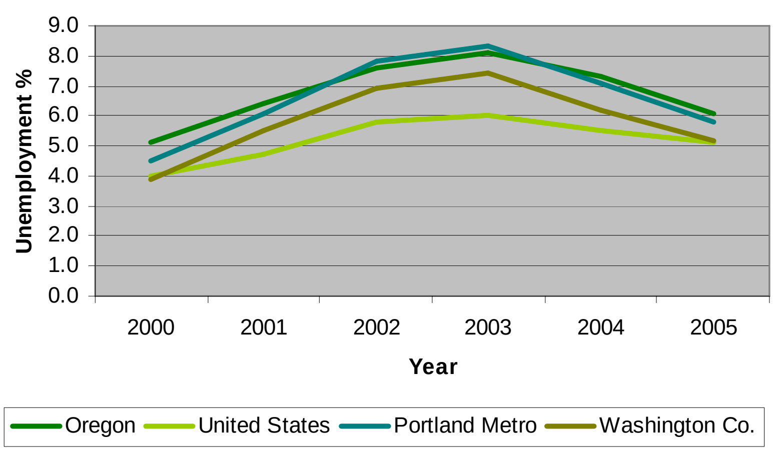
	Number of Employees		Annual Payroll ($1000)	
Industry Description	1997	2002	1997	2002
Manufacturing	3,706	2,699	125,496	121,129
Wholesale Trade	3,515	2,771	157,375	133,661
Retail Trade	7,330	6,881	139,695	162,326
Information	n/a	1,743	n/a	104,866
Real Estate, Rental & Leasing	667	931	19,828	31,531
Professional, Scientific & Technical Services	2,528	n/a	108,307	n/a
Administrative, Support & Management	5,527	3,588	91,458	89,744
Educational Services	270	189	8,493	6,783
Health Care & Social Assistance	1,413	1,701	40,194	61,345
Arts, Entertainment & Recreation	129	193	1,675	2,753
Accommodation & Food Services	2,541	2,306	25,482	28,280
Other Services (except public admin)	607	1,006	15,791	29,350

Source: 2002 U.S. Economic Census

Unemployment

Unemployment data is not collected specifically for Tigard, so information related to Washington County and the Portland Metro area is used to gauge the unemployment rate for the City. Figure 4-1 shows a comparison of unemployment rates. The Portland Metro area and the State of Oregon have the highest rates over the six year time period, with Washington County and the U.S. lower. Washington County has leveled out to a rate consistent with the overall country in 2005, with Portland Metro and Oregon still a little higher. Rates for all areas during the time period displayed peaked in 2003, and are currently in a state of decline.

Figure 4-1. Unemployment Rate Comparison



Travel to Work

Table 4-5 shows how Tigard residents get to work. The majority (77%) drove alone to work in 2000, with carpooling coming in second as a means of getting to work. Roughly 5% of residents took public transportation, while other travel options fell below 1%, except walking at 1.73%. Tigard residents working from home was 4.5%.

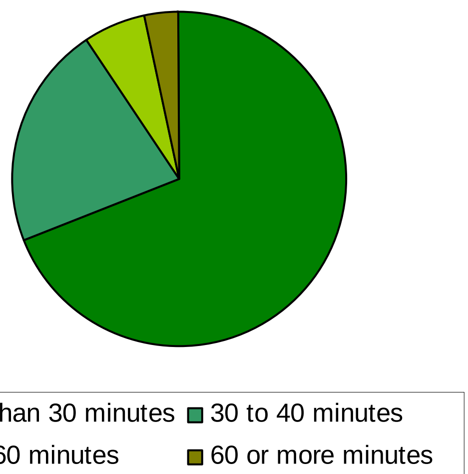
Figure 4-2 displays the amount of time it takes residents to arrive at work. The majority (70%) make it to work in less than 30 minutes, with 20% making it in 30 to 40 minutes. Very few people (3%) travel over an hour to get to work.

Table 4-5. Means of Travel to Work, Tigard Residents

Mode	%
Drove Alone	77.24
Carpool	10.42
Public Transport	5.14
Motorcycle	0.29
Bicycle	0.42
Walk	1.73
Other	0.26
Work at Home	4.51

Source: 2000 U.S. Census

Figure 4-2. Travel Time to Work, Tigard Residents



Professions

The citizens of Tigard are employed in a diverse set of professions. Table 4-6 displays the breakdown of professions that community residents worked within during the 2000 Census. Education, Health & Social Services tops the list with just over 15% of residents employed in the field. The manufacturing profession was just under 15%, with Retail Trade following at 12.6%. Agriculture, Forestry, Fishing & Hunting, and Mining had the fewest employees living in Tigard at less than 1%.

Table 4-6. Profession of Tigard Residents

Industry	%
Education, Health & Social Services	15.34
Manufacturing	14.92
Retail Trade	12.63
Professional, Scientific, Mgmt.; Admin.; Waste Mgmt.	11.98
Insurance, Real Estate, Rental & Leasing	10.35
Entertainment, Recreation, Accommodation & Food Services	8.21
Construction	6.08
Wholesale Trade	5.71
Other Services (Except Public Administration)	4.34
Information	3.13
Public Administration	2.66
Transportation & Warehousing, Utilities	3.97
Agriculture, Forestry, Fishing & Hunting, Mining	0.67

Source: 2000 U.S. Census

Property Taxes

Table 4-7 shows property taxes for Tigard and a few neighboring jurisdictions. The Local Operating Levy includes the City service rate and any local option levies, while the Total Tax Burden includes any urban renewal levy, voter approved debt and regional, county and education related levies. Tigard has a local operating levy of 4.2883 and a total tax burden of 16.3448 per $1000 assessed value, which is slightly higher than Tualatin's rate, but less than Portland, Beaverton, Lake Oswego, and Sherwood. Tigard currently has no local option levies and 0.2023 per $1000 of voter approved debt.

Table 4-7. Property Tax Rate (FY 2005-06)

Jurisdiction	Local Operating Levy *	Total Tax Burden *
Portland	7.1703	19.8002
Beaverton	6.8161	19.2232
Lake Oswego	4.8381	17.3270
Sherwood	4.7002	17.0026
Tigard	4.2883	16.3448
Tualatin	3.4689	16.1315

Source: City of Tigard Finance Department

* Rate per $1000 assessed valuation of property

The breakdown of Tigard's property tax rate is found in Table 4-8. The largest share is from the Tigard School District Tax, followed by City services, County services, and fire protection services.

Table 4-8. Breakdown of Tigard Tax Rate

Tax District	Tax Rate
City of Tigard	2.7154
Washington County	2.8395
ESD - NW Regional	0.1538
Portland Community College	0.4950
Tigard School District	7.8462
Tualatin Valley Fire & Rescue	1.8216
Port of Portland	0.0701
Regional - Metro Zoo	0.2841
Regional - TriMet	0.1191
Total	16.3448

Source: City of Tigard Finance Department

Agenda Item # 5
Meeting Date October 17, 2006

COUNCIL AGENDA ITEM SUMMARY

City Of Tigard, Oregon

Issue/Agenda Title Planned Developments Code Amendment Workshop

Prepared By: Sean Farrelly Dept Head Approval: TC City Mgr Approval: CP

ISSUE BEFORE THE COUNCIL

Review of Planning Commission recommended Planned Developments Code Amendment.

STAFF RECOMMENDATION

Receive a briefing of the Planned Developments Code Amendment prior to the public hearing on October 24, 2006.

KEY FACTS AND INFORMATION SUMMARY

The Council established the Planned Developments Code Review Committee in January, 2004, to study the identified problems of Planned Developments. The Committee worked with staff to develop new code language including a revised purpose statement, application process, concept and detailed development plan requirements, and definitions. On July 18, 2006, the Committee presented their final recommendations to Council. The Council supported the initiation of the Code Amendment process.

On September 18, 2006, a public hearing on the proposed code amendment was held before the Planning Commission. Public testimony was received from a representative of the Home Builders Association and a member of the PD Review Committee. The Planning Commission recommended making minor revisions to the proposed changes, in response to the public testimony and the deliberations of the Commission members. The Planning Commission voted unanimously to recommend approval of the Development Code Amendment with the changes that were discussed.

OTHER ALTERNATIVES CONSIDERED

Not applicable.

COUNCIL GOALS AND TIGARD BEYOND TOMORROW VISION STATEMENT

Growth and Growth Management, Goal No.1 – Growth will be managed to protect the character and livability of established areas, protect the natural environment and provide open space throughout the community.

Two of the strategies to implement this goal are:

1) Review and modify development code sections to integrate open space preservation and protection into design standards. Planned Actions include: revising code sections to ensure that residential development incorporates open space; and developing and implementing design standards that preserve and protect open space, greenways, and natural areas.

2) Develop and implement design standards that preserve and protect open space, greenways, and natural areas. Planned Actions include: amending code to promote design that includes natural features and promotes connectivity to open space, greenways, and natural area access; and implementing a public process for adequate development/design review.

ATTACHMENT LIST

Attachment 1: Memo to Council dated October 3, 2006, regarding Planning Commission changes to Planned Developments Code Amendment
Attachment 2: Clean Copy of Proposed Planned Developments Code Revisions (with Planning Commission Edits)
Attachment 3: Highlights of Proposed Planned Developments Code Amendment
Attachment 4: Proposed Planned Developments Code Revisions (with strike-throughs)
Attachment 5: Staff Report to the Planning Commission

FISCAL NOTES

Not applicable.

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Attachment 1

TIGARD

MEMORANDUM

TO: City Council

FROM: Sean Farrelly, Associate Planner

RE: Planned Developments Code Amendment (DCA 2006-00003) changes made by Planning Commission at September 18, 2006 public hearing

DATE: October 3, 2006

On September 18, 2006 the Tigard Planning Commission held a public hearing on the Planned Developments Code Amendment. Public testimony was received from the Director of Local Government Affairs of the Home Builders Association, as well as a member of the PD Review Committee. The HBA representative also submitted a letter outlining some concerns he had with the Code Amendment.

The Planning Commission recommended making minor revisions to the proposed changes, in response to the public testimony and the deliberations of the Commission members. The changes that were made can be seen in "track changes" on Attachment 2 "Proposed Planned Developments Code revisions with Planning Commission Edits." The following changes were made to the original proposal:

p. 1. Change the definition of Minimal Use Facilities to delete reference to low-impact recreation, and indicate that the only improvements that can be made are underground utilities and natural and ecological enhancements.

p. 8. In the Detailed Development Plan Submission Requirements, replace requirement of actual structure footprints with site specific building envelopes.

p. 10 In the Detailed Development Plan Approval Criteria, change the wording of the section regarding the commission requiring an alternate plan "that may result in greater preservation of trees, topography and natural drainage..." to "the commission may require the applicant to provide an alternate site plan to demonstrate compliance with this criterion."

p.11 Clarify that elevations are only required for single-family attached and multiple-family structures.

p. 14 Clarify language that the detailed development plan specify a minimum of 20% of the gross site area as a shared open space facility.

The Planning Commission voted unanimously for a motion to recommend approval of the Developments Code Amendment with the changes that were discussed.

Clean Copy
Proposed Planned Developments Code Revisions, September 2006
With Planning Commission edits

Chapter 18.120
DEFINITIONS

55. "Density bonus" – Additional dwelling units that can be earned as an incentive for providing undeveloped open space, landscaping, or tree canopy as defined further in this code.

87. "Landscaping" – Areas primarily devoted to plantings, trees, shrubs, lawn and other organic ground cover together with other natural or artificial supplements such as water courses, ponds, fountains, decorative lighting, benches, bridges, rock or stone arrangements, pathways, sculptures, trellises and screens.

104. Open Space Facility related definitions. Open Space Facilities may be privately or publicly owned:

a. "Minimal Use Facilities." No other improvements (apart from underground utilities and natural and ecological enhancements)) are allowed.
b. "Passive Use Facilities." Areas reserved for medium-impact recreation and education uses related to the functions and values of a natural area that require limited and low impact site improvement, including soft surface trails, raised walkways, pedestrian bridges, seating areas, viewing blinds, observation decks informational signage, drinking fountains, picnic tables, interpretive centers, and other similar facilities. Accommodations for ADA access shall be provided where site considerations permit.
c. "Active Use Facilities." Areas reserved for high-impact recreation that require a greater degree of site development and/or ground disturbance; such as sports fields, playground equipment, group picnic shelters, swimming pools, hard and soft surface pathways, restrooms, and similar facilities.

Deleted: Areas reserved for low-impact recreation, limited to soft surface trails which are minimally maintained.

Chapter 18.350
PLANNED DEVELOPMENTS

Sections:

18.350.010 Purpose

A. Purpose. The purposes of the planned development overlay zone are:

1. To provide a means for property development that is consistent with Tigard's Comprehensive Plan through the application of flexible standards which consider and mitigate for the potential impacts to the City; and

2. To provide such added benefits as increased natural areas or open space in the City, alternative building designs, walkable communities, preservation of significant natural resources, aesthetic appeal, and other types of assets that contribute to the larger community in lieu of strict adherence to many of the rules of the Tigard Community Development Code; and

3. To achieve unique neighborhoods (by varying the housing styles through architectural accents, use of open space, innovative transportation facilities) which will retain their character and city benefits, while respecting the characteristics of existing neighborhoods through appropriate buffering and lot size transitioning; and

4. To preserve to the greatest extent possible the existing landscape features and amenities (trees, water resources, ravines, etc.) through the use of a planning procedure (site design and analysis, presentation of alternatives, conceptual review, then detailed review) that can relate the type and design of a development to a particular site; and

5. To consider an amount of development on a site, within the limits of density requirements, which will balance the interests of the owner, developer, neighbors, and the City; and

6. To provide a means to better relate the built environment to the natural environment through sustainable and innovative building and public facility construction methods and materials.

18.350.020 Process

A. Applicable in all zones. The planned development designation is an overlay zone applicable to all zones. An applicant may elect to develop the project as a planned development, in compliance with the requirements of this chapter, or in the case of a commercial or industrial project an approval authority may apply the provisions of this chapter as a condition of approving any application for the development.

B. Elements of approval process. There are three elements to the planned development approval process, as follows:

   1. The approval of the planned development concept plan; and

   2. The approval of the detailed development plan;

   3. The approval of the planned development overlay zone.

C. Decision-making process.

   1. The concept plan shall be processed by means of a Type III-PC procedure, as governed by Section 18.390.050, using approval criteria contained in Section 18.350.050.

   2. The detailed development plan shall be reviewed by means of a Type III-PC procedure, as governed by 18.390.050, to ensure that it is substantially in compliance with the approved concept plan.

   3. The planned development overlay zone will be applied concurrently with the approval of the detailed plan.

   4. Applicants may choose to submit the concept plan and detailed plan for concurrent review subject

to meeting all of the approval criteria for each approval. All applicants are advised that the purpose of separating these applications is to provide them clear direction in developing the detailed plans. Rejection of the concept plan will result in a corresponding rejection of the detailed development plan and overlay zone.

5. In the case of an existing planned development overlay zone, once construction of the detailed plan has been completed, subsequent applications conforming to the detailed plan shall be reviewed under the provisions required in the chapter which apply to the particular land use application.

6. If the application involves subdivision of land, the applicant may also apply for preliminary plat approval and the applications shall be heard concurrently with the detailed plan.

D. Concurrent Applications for Concept Plan and Detailed Plan. In the case of concurrent applications for concept plan and detailed development plan, including subdivision applications, the applicant shall clearly distinguish the concept from the detailed plan. The Planning Commission shall take separate actions on each element of the Planned Development application (i.e. the concept approval must precede the detailed development approval); however each required action may be made at the same hearing.

18.350.030 Administrative Provisions

A. Time limit on filing of detailed development plan. The concept plan approval expires after 1-1/2 years unless an application for detailed development plan and, if applicable, a preliminary plat approval or request for extension is filed. Action on the detailed development plan shall be taken by the Planning Commission by means of a Type III-PC procedure, as governed by Section 18.390.050, using approval criteria in 18.350.070.

B. Zoning map designation. The planned development overlay zone application shall be concurrently approved if the detailed development plan is approved by the Planning Commission. The zoning map shall be amended to indicate the approved planned development designation for the subject development site. The approval of the planned development overlay zone shall not expire.

C. Extension. The Director shall, upon written request by the applicant and payment of the required fee, grant an extension of the approval period not to exceed one year provided that:

1. No changes have been made on the original concept development plan as approved by the Planning Commission;

2. The applicant can show intent of applying for detailed development plan or preliminary plat review within the one year extension period; and

3. There have been no changes to the applicable Comprehensive Plan policies and ordinance provisions on which the approval was based.

D. Phased development.

1. The Commission may approve a time schedule for developing a site in phases, but in no case shall the total time period for all phases be greater than seven years without reapplying for concept development plan review.

2. The criteria for approving a phased detail development plan proposal are that:

a. The public facilities shall be constructed in conjunction with or prior to each phase; and

b. The development and occupancy of any phase shall not be dependent on the use of temporary public facilities. A temporary public facility is any facility not constructed to the applicable City or district standard.

E. Substantial modifications to the concept plan. If the Planning Commission finds that the detailed development plan or preliminary plat does not substantially conform to the concept plan, a new concept plan shall be required.

F. Noncompliance. Noncompliance with an approved detailed development plan shall be a violation of this chapter.

G. Issuance of occupancy permits. The development shall be completed in accordance with the approved detailed development plan including landscaping and recreation areas before any occupancy permits are issued. However, when the Director determines that immediate execution of any feature of an approved detailed development plan is impractical due to climatic conditions, unavailability of materials, or other temporary condition, the Director shall, as a precondition of the issuance of a required permit, require the posting of a performance bond or other surety to secure execution of the feature at a time certain not to exceed one year.

18.350.040 Concept Plan Submission Requirements

A. General submission requirements. The applicant shall submit an application containing all of the general information required for a Type III-PC procedure, as governed by Section 18.390.050 and the additional information required by 18.350.040.B. In addition, the applicant shall submit the following:

1. A statement of planning objectives to be achieved by the planned development through the particular approach proposed by the applicant. This statement should include:

   a. A description of the character of the proposed development and the rationale behind the assumptions and choices made by the applicant.

   b. An explanation of the architectural style, and what innovative site planning principles are utilized including any innovations in building techniques that will be employed.

   c. An explanation of how the proposal relates to the purposes of the Planned Development Chapter as expressed in 18.350.010.

   d. An explanation of how the proposal utilized the Planning Commissioner's Toolbox.

2. A general development schedule indicating the approximate dates when construction of the planned development and its various phases are expected to be initiated and completed.

3. A statement of the applicant's intentions with regard to the future selling or leasing of all or portions of the planned development. In the case where a residential subdivision is proposed, the statement shall include the applicant's intentions whether the applicant will build the homes, or sell the lots to other builders.

B. Additional information. In addition to the general information described in Subsection A above, the concept plan, data, and narrative shall include the following information, the detailed content of which can be obtained from the Director:

1. Existing site conditions;

2. A site concept including the types of proposed land uses and structures, including housing types, and their general arrangement on the site;

3. A grading concept;

4. A landscape concept indicating a percentage range for the amount of proposed open space and landscaping, and general location and types of proposed open space(s);

5. Parking concept

6. A sign concept;

7. A streets and utility concept; and

8. Structure Setback and Development Standards concept, including the proposed residential density target if applicable.

C. Allowable Uses

1. In residential zones. In all residential zones, an applicant with a planned development approval may develop the site to contain a mixture of uses subject to the density provisions of the underlying zone and the density bonus provisions of 18.350.070.A.3.c. The following uses are allowed with planned development approval:

   a. All uses allowed outright in the underlying zoning district;

   b. Single-family detached and attached residential units;

   c. Duplex residential units;

   d. Multi-family residential units;

   e. Manufactured homes;

   f. Accessory services and commercial uses directly serving the planned development only and which are customary or associated with, but clearly incidental to the uses permitted in the zone, such as personal services, preschool or daycare, and retail uses less than 5,000 square feet in sum total;

   g. Community building;

   h. Indoor recreation facility; athletic club, fitness center, racquetball court, swimming pool, tennis court or similar use;

   i. Outdoor recreation facility, golf course, golf driving range, swimming pool, tennis court, or similar use; and

j. Recreational vehicle storage area.

2. In commercial zones. In all commercial zones, an applicant with a planned development approval may develop the site to contain all of the uses permitted outright in the underlying zone and, in addition, a maximum of 25% of the total gross floor area may be used for multi-family dwellings in those commercial zones that do not list multi-family dwellings as an outright use.

3. In industrial zones. In all industrial zones, a planned development shall contain only those uses allowed outright in the underlying zoning district.

18.350.050 Concept Plan Approval Criteria

A. The concept plan may be approved by the Commission only if all of the following criteria are met:

1. The concept plan includes specific designations on the concept map for areas of open space, and describes their intended level of use, how they relate to other proposed uses on the site, and how they protect natural features of the site.

2. The concept plan identifies areas of significant natural resources, if any, and identifies methods for their maximized protection, preservation, and/or management.

3. The concept plan identifies how the future development will integrate into the existing neighborhood, either through compatible street layout, architectural style, housing type, or by providing a transition between the existing neighborhood and the project with compatible development or open space buffers.

4. The concept plan identifies methods for promoting walkability or transit ridership, such methods may include separated parking bays, off street walking paths, shorter pedestrian routes than vehicular routes, linkages to or other provisions for bus stops, etc.

5. The concept plan identifies the proposed uses, and their general arrangement on site. In the case of projects that include a residential component, housing type, unit density, or generalized lot sizes shall be shown in relation to their proposed location on site.

6. The concept plan must demonstrate that development of the property pursuant to the plan results in development that has significant advantages over a standard development. A concept plan has a significant advantage if it provides development consistent with the general purpose of the zone in which it is located at overall densities consistent with the zone, while protecting natural features or providing additional amenities or features not otherwise available that enhance the development project or the neighborhood.

18.350.060 Detailed Development Plan Submission Requirements

A. General submission requirements. The applicant shall submit an application containing all of the general information required for a Type III-PC procedure, as governed by Section 18.390.050, the additional information required by 18.350.040.B and the approval criteria under 13.350.070.

B. Additional Information. In addition to the general information described in Subsection A above, the detailed development plan, data, and narrative shall include the following information:

1. Contour intervals of 2 to 5 ft, depending on slope gradients, and spot elevations at breaks in grade, along drainage channels or swales, and at selected points, as needed

2. A specific development schedule indicating the approximate dates of construction activity, including demolition, tree protection installation, tree removal, ground breaking, grading, public improvements, and building construction for each phase.

3. A copy of all existing and/or proposed restrictions or covenants.

4. Moderate to High Density Development Analysis. If proposing development in an area within a Metro designated town or regional center , the following additional information may be required:

   a. Air movement: Prevailing breezes characteristic of a region may be greatly modified by urban high-rise structures. Predominant air movement patterns in a city may be along roadways and between buildings. The placement, shape, and height of existing buildings can create air turbulence caused by micro air movement patterns. These patterns may influence the location of building elements such as outdoor areas and balconies. Also a building's design and placement can mitigate or increase local wind turbulence.

   b. Sun and shadow patterns: The sun and shadow patterns of existing structures should be studied to determine how they would affect the proposed building. This is particularly important for outdoor terraces and balconies where sunlight may be desirable. Sun and shadow pat- terns also should be considered as sources of internal heat gain or loss. Building orientation, window sizes and shading devices can modify internal heat gain or loss. Studies should include daily and seasonal patterns and the shadows the proposed building would cast on existing buildings and open spaces.

   c. Reflections: Reflections from adjacent structures such as glass-clad buildings may be a problem. The development should be designed to compensate for such glare or if possible, oriented away from it.

C. Compliance with specific development standards. The Detailed Development Plan shall show compliance with base zone provisions , with the following modifications:

1. Lot dimensional standards: The minimum lot depth and lot width standards shall not apply. There shall be no minimum lot size except that lots on the perimeter of the project shall not be less than 80% of the minimum size required in the base zone.

2. Site coverage: The maximum site coverage is 80%, except in the IP zone where the maximum site coverage shall be 75%. Site coverage includes all buildings and impervious surfaces such as streets and sidewalks;

3. Building height: In residential zones, any increase in the building height above the maximum in the base zone will require that the structure be setback from the perimeter of the site a distance of at least 1-1/2 times the height of the building.

4. Structure setback provisions:

   a. Setbacks for structures on the perimeter of the project shall be the same as that required by the base zone unless otherwise provided by Chapter 18.360;

   b. The setback provisions for all setbacks on the interior of the project shall not apply except that:

      (1) All structures shall meet the Uniform Building and Fire Code requirements;

(2) A minimum front yard setback of 20 feet is required for any garage structure which opens facing a street. This setback may be reduced for rear or side loaded garages, if specified on the detailed plan and proper clearances for backing movements are accounted for.

(3) A minimum front yard setback of eight feet is required for any garage opening for an attached single-family dwelling facing a private street as long as the required off-street parking spaces are provided. This setback may be reduced for rear or side loaded garages, if specified on the detailed plan and proper clearances for backing movements are accounted for.

c. If seeking to modify the base zone setbacks, the applicant shall specify the proposed setbacks, either on a lot by lot, or project wide basis. The commission may require site specific building envelopes.

Deleted: applicant may propose, or the

Deleted: actual structure footprints to be shown and adhered to.

5. Other provisions of the base zone. All other provisions of the base zone shall apply except as modified by this chapter.

18.350.070 Detailed Development Plan Approval Criteria

A. Detailed Development Plan Approval Criteria. A detailed development plan may be approved only if all the following criteria are met:

1. The detailed plan is generally consistent with the concept plan. Minor changes from the concept plan do not make the detailed plan inconsistent with the concept plan unless:

a. The change increases the residential densities, increases the lot coverage by buildings or reduces the amount of parking;

b. The change reduces the amount of open space and landscaping;

c. The change involves a change in use;

d. The change commits land to development which is environmentally sensitive or subject to a potential hazard; and

e. The change involves a major shift in the location of buildings, proposed streets, parking lots, landscaping or other site improvements.

2. All the provisions of the land division provisions, Chapters 18.420 Partitions and 18.430 Subdivisions, shall be met if applicable;

3. Except as noted, the provisions of the following chapters shall be utilized as guidelines. A planned development need not meet these requirements where a development plan provides alternative designs and methods, if acceptable to the Commission, that promote the purpose of this chapter. In each case, the applicant must provide findings to justify the modification of the standards in the chapters listed below. The applicant shall respond to all the applicable criteria of each chapter as part of these findings and clearly identify where their proposal is seeking a modification to the strict application of the standards. For those chapters not specifically exempted, the applicant bears the burden of fully complying with those standards, unless a variance or adjustment has been requested.

a. Chapter 18.360, Site Development Review. The provisions of Chapter 18.360, Site Development Review, are not applicable to Planned Development Reviews. The detailed development plan review is intended to address the same type of issues as the Site Development Review.

b. Chapter 18.705, Access, Egress and Circulation. The Commission may grant an exception to the access standards, upon a demonstration by a professional engineer that the resulting access will not be detrimental to the public safety considering emergency vehicle needs, and provisions are provided for all modes of transportation using the site (vehicles, bicycles, pedestrians, and transit).

c. Chapter 18.715, Density Computation and Limitations. Unless authorized below, density shall be governed by the density established in the underlying zoning district, using the minimum lot size established for that district. Where a project site encompasses more than one underlying zoning district, density shall be aggregated for each district, and may be allocated anywhere within the project site, as deemed appropriate by the commission.

The Commission may further authorize a density bonus not to exceed 10% as an incentive to increase or enhance open space, architectural character and/or site variation incorporated into the development. These factors must make a substantial contribution to objectives of the planned development. The degree of distinctiveness and the desirability of variation achieved shall govern the amount of density increase which the Commission may approve according to the following:

(1) A 1% bonus for each 5% of the gross site area set aside in open space, up to a maximum of 5%, is allowed for the provision of active use recreational open space, exclusive of areas contained in floodplain, steep slopes, drainageways, or wetlands that would otherwise be precluded from development;

(2) Up to a maximum of 5% is allowed for the development of pedestrian amenities, streetscape development, recreation areas, plazas, or other items from the "Planning Commission's Toolbox."

d. Chapter 18.745, Landscaping and Screening. The Commission may grant an exception to the landscape requirements of this title upon a finding that the overall landscape plan was prepared by a licensed landscape architect, provides for 20% of the net site area to be professionally landscaped, and meets the intent of the specific standard being modified.

e. Chapter 18.765, Off-street Parking and Loading Requirements. The Commission may grant an exception to the off-street parking dimensional and minimum number of space requirements in the applicable zone if :

(1) The minimum number of parking spaces is not reduced by more than 10 percent of the required parking; and

(2) The application is for a use designed for a specific purpose which is intended to be permanent in nature, e.g., a nursing home, and which has a low demand for off-street parking; or

(3) There is an opportunity for sharing parking and there is written evidence that the property owners are willing to enter into a legal agreement; or

(4) Public transportation is available to the site, and reducing the standards will not adversely affect adjoining uses; or

(5) There is a community interest in the preservation of particular natural features of the site which make it in the public interest to grant an exception to parking standards.

f. Chapter 18.780, Signs. The Commission may grant an exception to the sign dimensional requirements in the applicable zone if :

(1) The sign is not increased by more than 10 percent of the required applicable dimensional standard for signs; and

(2) The exception is necessary for adequate identification of the use on the property; and

(3) The sign will be compatible with the overall site plan, the structural improvements and with the structures and uses on adjoining properties.

g. Chapter 18.795, Visual Clearance Areas. The Commission may grant an exception to the visual clearance requirements, when adequate sight distance is or can be met;

h. Chapter 18.810, Street and Utility Improvements, Sections 18.810.040, Blocks; and 18.810.060, Lots. Deviations from street standards shall be made on a limited basis, and nothing in this section shall obligate the City Engineer to grant an exception. The Commission has the authority to reject an exception request. The Commission can only grant an exception to street sanctions if it is sanctioned by the City Engineer.. The City Engineer may determine that certain exceptions to the street and utility standards are permissible when it can be shown that:

(1) Public safety will not be compromised; and

(2) In the case of public streets, maintenance costs will not be greater than with a conforming design; and

(3) The design will improve stormwater conveyance either by reducing the rate or amount of runoff from present standards or increasing the amount of pollutant treatment.

4. In addition, the following criteria shall be met:

a. Relationship to the natural and physical environment:

(1) The streets, buildings and other site elements shall be designed and located to preserve the existing trees, topography and natural drainage to the greatest degree possible. The commission may require the applicant to provide an alternate site plan to demonstrate compliance with this criterion;

Deleted: why a particular alternate site plan that may result in greater preservation of trees, topography and natural drainage would either not be feasible or would result in a greater loss of those resources; ¶

(2) Structures located on the site shall not be in areas subject to ground slumping and sliding as demonstrated by the inclusion of a specific geotechnical evaluation;

(3) Using the basic site analysis information from the concept plan submittal, the structures shall be oriented with consideration for the sun and wind directions, where possible; and

b. Buffering, screening and compatibility between adjoining uses:

(1) Buffering shall be provided between different types of land uses, e.g., between single-family and multi-family residential, and residential and commercial uses;

(2) In addition to the requirements of the buffer matrix (Table 18.745.1), the requirements of the buffer may be reduced if a landscape plan prepared by a registered Landscape Architect is submitted that attains the same level of buffering and screening with alternate materials or methods. The following factors shall be considered in determining the adequacy and extent of the buffer required under Chapter 18.745.:

(a) The purpose of the buffer, for example to decrease noise levels, absorb air pollution, filter dust, or to provide a visual barrier;

(b) The size of the buffer needs in terms of width and height to achieve the purpose;

(c) The direction(s) from which buffering is needed;

(d) The required density of the buffering; and

(e) Whether the viewer is stationary or mobile.

(3) On-site screening from view from adjoining properties of such activities as service areas, storage areas, parking lots and mechanical devices on roof tops shall be provided and the following factors shall be considered in determining the adequacy of the type and extent of the screening:

(a) What needs to be screened;

(b) The direction from which it is needed; and

(c) Whether the screening needs to be year- round.

c. Privacy and noise: Non-residential structures which abut existing residential dwellings shall be located on the site or be designed in a manner, to the maximum degree possible, to protect the private areas on the adjoining properties from view and noise;

d. Exterior elevations – Single-family attached and multiple-family structures: Along the vertical fac of single-family attached and multiple-family structures, offsets shall occur at a minimum of every 30 feet by providing any two of the following:

Deleted: residential use

(1) Recesses, e.g., decks, patios, entrances, floor area, of a minimum depth of eight feet;

(2) Extensions, e.g., decks, patios, entrances, floor area, of a minimum depth of eight feet, a maximum length of an overhang shall be 25 feet; and

(3) Offsets or breaks in roof elevations of three or more feet in height.

e. Private outdoor area – residential use:

(1) Exclusive of any other required open space facility, each ground-level residential dwelling unit shall have an outdoor private area (patio, terrace, or porch) of not less than 48 square feet with a minimum width dimension of four feet;

(2) Wherever possible, private outdoor open spaces should be oriented toward the sun; and

(3) Private outdoor spaces shall be screened or designed to provide privacy for the use of the space.

f. Shared outdoor recreation and open space facility areas – residential use:

(1) Exclusive of any other required open space facilities, each residential dwelling development shall incorporate shared usable outdoor recreation areas within the development plan as follows:

(a) Studio units up to and including two bedroom units, 200 square feet per unit;

(b) Three or more bedroom units, 300 square feet per unit.

(2) Shared outdoor recreation space shall be readily observable from adjacent units for reasons of crime prevention and safety;

(3) The required recreation space may be provided as follows:

(a) Additional outdoor passive use open space facilities;

(b) Additional outdoor active use open space facilities;

(c) Indoor recreation center; or

(d) A combination of the above.

g. Demarcation of public, semi-public and private spaces for crime prevention:

(1) The structures and site improvements shall be designed so that public areas such as streets or public gathering places, semi-public areas and private outdoor areas are clearly defined to establish persons having a right to be in the space, to provide for crime prevention and to establish maintenance responsibility; and

(2) These areas may be defined by, but not limited to:

(a) A deck, patio, low wall, hedge, or draping vine;

(b) A trellis or arbor;

(c) A change in elevation or grade;

(d) A change in the texture of the path material;

(e) Sign; or

(f) Landscaping.

h. Access and circulation:

(1) The number of required access points for a development shall be provided in Chapter 18.705;

(2) All circulation patterns within a development must be designed to accommodate emergency and service vehicles; and

(3) Provisions shall be made for pedestrian and bicycle ways abutting and through a site if such facilities are shown on an adopted plan or terminate at the boundaries of the project site.

i. Landscaping and open space:

(1) Residential Development: In addition to the buffering and screening requirements of paragraph b of this subsection, and any minimal use open space facilities, a minimum of 20 percent of the site shall be landscaped. This may be accomplished in improved open space tracts, or with landscaping on individual lots provided the developer includes a landscape plan, prepared or approved by a licensed landscape architect, and surety for such landscape installation;

j. Public transit:

(1) Provisions for public transit may be required where the site abuts or is within a ¼ mile of a public transit route. The required facilities shall be based on:

(a) The location of other transit facilities in the area; and

(b) The size and type of the proposed development.

(2) The required facilities may include but are not necessarily limited to such facilities as:

(a) A waiting shelter;

(b) A turn-out area for loading and unloading; and

(c) Hard surface paths connecting the development to the waiting area.

(3) If provision of such public transit facilities on or near the site is not feasible, the developer may contribute to a fund for public transit improvements provided the Commission establishes a direct relationship and rough proportionality between the impact of the development and the requirement.

k. Parking:

(1) All parking and loading areas shall be generally laid out in accordance with the requirements set forth in Chapter 18.765;

(2) Up to 50% of required off-street parking spaces for single-family attached dwellings may be provided on one or more common parking lots within the planned development as long as each single-family lot contains one off-street parking space.

l. Drainage: All drainage provisions shall be generally laid out in accordance with the requirements set forth in Chapter 18.810. An applicant may propose an alternate means for stormwater conveyance on the basis that a reduction of stormwater runoff or an increase in the level of treatment will result from the use of such means as green streets, porous concrete, or eco roofs.

m. Floodplain dedication: Where landfill and/or development is allowed within or adjacent to the 100-year floodplain, the City shall require consideration of the dedication of sufficient open land area for a greenway adjoining and within the floodplain. This area shall include portions of a suitable elevation for the construction of a pedestrian/bicycle pathway with the floodplain in accordance with the adopted pedestrian bicycle pathway plan.

n. Shared Open Space Facilities: The detailed development plan shall designate a minimum of 20% of the gross site area as a shared open space facility. The open space facility may be comprised of any combination of the following:

Deleted: Exclusive of any other required open space or buffer areas,

(1) Minimal Use Facilities. Up to 75% of the open space requirement may be satisfied by reserving areas for minimal use. Typically these areas are designated around sensitive lands (steep slopes, wetlands, streams, or 100 year floodplain).

(2) Passive Use Facilities. Up to 100% of the open space requirement may be satisfied by providing a detailed development plan for improvements (including landscaping, irrigation, pathway and other structural improvements) for passive recreational use.

(3) Active Use Facilities. Up to 100% of the open space requirement may be satisfied by providing a detailed development plan for improvements (including landscaping, irrigation, pathway and other structural improvements) for active recreational use.

(4) The open space area shall be shown on the final plan and recorded on the final plat or covenants.

o. Open Space Conveyance. Where a proposed park, playground or other public use shown in a plan adopted by the City is located in whole or in part in a subdivision, the Commission may require the dedication or reservation of such area within the subdivision, provided that the reservation or dedication is roughly proportional to the impact of the subdivision on the park system.

Where considered desirable by the Commission in accordance with adopted comprehensive plan policies, and where a development plan of the City does not indicate proposed public use areas, the Commission may require the dedication or reservation of areas within the subdivision or sites of a character, extent and location suitable for the development of parks or other public use, provided that the reservation or dedication is roughly proportional to the impact of the subdivision on the park system. The open space shall be conveyed in accordance with one of the following methods:

(1) Public Ownership. Open space proposed for dedication to the City must be acceptable to it with regard to the size, shape, location, improvement and budgetary and maintenance limitations. A determination of City acceptance shall be made in writing by the Parks & Facilities Division Manager prior to final approval. Dedications of open space may be eligible for Systems Development Charge credits, usable only for the proposed development. If deemed to be not acceptable, the open space shall be in private ownership as described below;

(2) Private Ownership. By conveying title (including beneficial ownership) to a corporation, home association or other legal entity, and granting a conservation easement to the City in a form acceptable by the City. The terms of the conservation easement must include provisions for the following:

(a) The continued use of such land for the intended purposes;

(b) Continuity of property maintenance;

(c) When appropriate, the availability of funds required for such maintenance;

(d) Adequate insurance protection; and

(e) Recovery for loss sustained by casualty and condemnation or otherwise.

Highlights of Proposed Planned Developments Code Amendment

18.120 Definitions: Add new definitions of "Density bonus", "Landscaping", and three "Open Space Facility" related definitions- "Minimal Use Facilities", "Passive Use Facilities", and "Active Use Facilities".

18.350 Planned Developments
Purpose Statement: The statement was completely re-written to emphasize the balancing of flexible standards with environmental and community benefits.

Approval Process: The proposed changes make a clearer distinction between the three pieces of the process in the present code: the Concept Plan, the Detailed Development Plan, and the Overlay Zone. Concurrent applications could be made for the Concept Plan and the Detailed Development Plan, but the Planning Commission would have to take separate actions on each step.

1. Concept Plan: The Concept Plan would be a distinct step, with new submission requirements. The approval of the Concept Plan would require meeting these new criteria:

- Provision of open space
- Protecting natural resource areas
- Integration of development into the existing neighborhood
- Promotion of walkability/ transit
- Identification of the uses and arrangement of the site
- Demonstration that the planned development has significant advantages over standard development (i.e. protects natural features and provides additional amenities for the development and/or neighborhood.)

2. Detailed Development Plan: The Detailed Development Plan was made a distinct step in the process with separate submission requirements. Approval of the Detailed Development Plan would now require a Type III review, meeting the following approval criteria:

- General consistency with the Concept Plan.
- Meeting the land division provisions
- Findings to justify the modifications to the following Development Code chapters:
  a) **18.360**, Site Development Review
  b) **18.705**, Access, Egress and Circulation
  c) **18.715,** Density Computation and Limitations (Up to a 10% density bonus is allowed. A 1% density bonus for each 5% of the gross site area set aside in open space, and up to 5% for other amenities, including items from the Planning Commissioner's Toolbox (a supplemental document separate from the development Code.)
  d) **18.745**, Landscaping and Screening
  e) **18.765,** Off-street Parking and Loading Requirements
  f) **18.780**, Signs
  g) **18.795,** Visual Clearance Areas
  h) **18.810,** Street and Street Utility Improvements

- Additional criteria, including requirements for:
  - Relationship to the natural and physical environment
  - Buffering, screening and compatibility between adjoining uses
  - Privacy and noise
  - Exterior elevations-residential use
  - Private outdoor area-residential use
  - Shared outdoor recreation and open space
  - Demarcation of public, semi-public, and private spaces for crime prevention
  - Access and circulation
  - Landscaping and open space
  - Provisions for public transit (where the site abuts or is ¼ mile of a public transit route)
  - Parking
  - Drainage (alternate means for stormwater conveyance may be proposed.)
  - Floodplain dedication
  - Mandatory shared open space requirement (minimum 20% of the gross site area.) Distinctions are also made between "Minimal Use Facilities", "Passive Use Facilities", and "Active Use Facilities."
  - Open space conveyance

3. <u>Overlay Zone:</u> The Overlay Zone would be applied concurrently with the approval of the Detailed Development Plan. The zone designation would not expire.

City of Tigard
DCA 2006-00003
Proposed Planned Developments Code Revisions
September 2006

Explanation of Formatting
These text amendments employ the following formatting:
~~Strikethrough~~ – For text to be deleted
[Bold and Italic] – For text to be added

Chapter 18.120
DEFINITIONS

[55. "Density bonus" – Additional dwelling units that can be earned as an incentive for providing undeveloped open space, landscaping, or tree canopy as defined further in this code.]

[87. "Landscaping" – Areas primarily devoted to plantings, trees, shrubs, lawn and other organic ground cover together with other natural or artificial supplements such as water courses, ponds, fountains, decorative lighting, benches, bridges, rock or stone arrangements, pathways, sculptures, trellises and screens.]

[104. Open Space Facility related definitions. Open Space Facilities may be privately or publicly owned:
a. Minimal Use Facilities. No other improvements (apart from underground utilities and natural and ecological enhancements) are allowed.
b. Passive Use Facilities. Areas reserved for medium-impact recreation and education uses related to the functions and values of a natural area that require limited and low impact site improvement, including soft surface trails, raised walkways, pedestrian bridges, seating areas, viewing blinds, observation decks informational signage, drinking fountains, picnic tables, interpretive centers, and other similar facilities. Accommodations for ADA access shall be provided where site considerations permit.
c. Active Use Facilities. Areas reserved for high-impact recreation that require a greater degree of site development and/or ground disturbance; such as sports fields, playground equipment, group picnic shelters, swimming pools, hard and soft surface pathways, restrooms, and similar facilities.]

[Renumber definitions after #55 according to the above amendments]

Chapter 18.350

PLANNED DEVELOPMENTS

Sections:

18.350.010 Purpose

A. Purpose. The purposes of the planned development overlay zone are:

~~1 To provide a means for creating planned environments through the application of flexible standards, i.e., zero-lot lines, narrower streets, and other innovative planning practices which will result in a superior living arrangement;~~
~~2 To facilitate the efficient use of land;~~
~~3 To promote an economic arrangement of land use, buildings, circulation systems, open space, and utilities;~~
~~4 To preserve to the greatest extent possible the existing landscape features and amenities through the use of a planning procedure that can relate the type and design of a development to a particular site; and~~
~~5 To encourage development that recognizes the relationship between buildings, their use, open space, and accessways and thereby maximizes the opportunities for innovative and diversified living environments.~~

[1. To provide a means for property development that is consistent with Tigard's Comprehensive Plan through the application of flexible standards which consider and mitigate for the potential impacts to the City; and]

[2. To provide such added benefits as increased natural areas or open space in the City, alternative building designs, walkable communities, preservation of significant natural resources, aesthetic appeal, and other types of assets that contribute to the larger community in lieu of strict adherence to many of the rules of the Tigard Community Development Code; and]

[3. To achieve unique neighborhoods (by varying the housing styles through architectural accents, use of open space, innovative transportation facilities) which will retain their

character and city benefits, while respecting the characteristics of existing neighborhoods through appropriate buffering and lot size transitioning; and]

[4. To preserve to the greatest extent possible the existing landscape features and amenities (trees, water resources, ravines, etc.) through the use of a planning procedure (site design and analysis, presentation of alternatives, conceptual review, then detailed review) that can relate the type and design of a development to a particular site; and]

[5. To consider an amount of development on a site, within the limits of density requirements, which will balance the interests of the owner, developer, neighbors, and the City; and]

[6. To provide a means to better relate the built environment to the natural environment through sustainable and innovative building and public facility construction methods and materials.]

18.350.020 ~~The~~ Process

A. Applicable in all zones. The planned development designation is an overlay zone applicable to all zones. ***[An applicant may elect to develop the project as a planned development, in compliance with the requirements of this chapter, or in the case of a commercial or industrial project, an approval authority may apply the provisions of this chapter as a condition of approving any application for the development.]***

B. Elements of approval process. There are three elements to the planned development approval process, as follows:

~~1 The approval of the planned development overlay zone;~~
~~2 The approval of the planned development concept plan; and~~
~~3 The approval of the detailed development plan.~~

[1. The approval of the planned development concept plan; and
2. The approval of the detailed development plan.
3. The approval of the planned development overlay zone.]

C. Decision-making process. ~~A new planned development overlay zone and/or concept plan shall be processed by means of a Type III-PC procedure, as governed by Section 18.390.050, using approval criteria contained in Section 18.350.100. The detailed development plan shall be reviewed by means of a Type II procedure, as governed by 18.390.040, to ensure that it is substantially in compliance with the approved concept development plan. In the case of an existing planned development overlay zone for any other type of application, the application shall be reviewed under the provisions required in the chapters which apply to the particular land use application.~~

[1. The concept plan shall be processed by means of a Type III-PC procedure, as governed by Section 18.390.050, using approval criteria contained in Section 18.350.050.]

[2. The detailed development plan shall be reviewed by means of a Type III-PC procedure, as governed by 18.390.050, to ensure that it is substantially in compliance with the

approved concept plan.]

[3. The planned development overlay zone will be applied concurrently with the approval of the detailed plan.]

[4. Applicants may choose to submit the concept plan and detailed plan for concurrent review subject to meeting all of the approval criteria for each approval. All applicants are advised that the purpose of separating these applications is to provide them clear direction in developing the detailed plans. Rejection of the concept plan will result in a corresponding rejection of the detailed development plan and overlay zone.]

[5. In the case of an existing planned development overlay zone, once construction of the detailed plan has been completed, subsequent applications conforming to the detailed plan shall be reviewed under the provisions required in the chapter which apply to the particular land use application.]

[6. If the application involves subdivision of land, the applicant may also apply for preliminary plat approval and the applications shall be heard concurrently with the detailed plan.]

~~D. Concurrent overlay zone and conceptual plan applications. The application for the overlay zone and for approval of the conceptual development plan may be heard concurrently if an application for each of the actions is submitted.~~

~~E. Concurrent overlay zone and subdivision applications. If the application involves subdivision of land, the applicant may apply for preliminary plat approval and the applications shall be heard concurrently.~~

[D. Concurrent Applications for Concept Plan and Detailed Plan. In the case of concurrent applications for concept plan and detailed development plan, including subdivision applications, the applicant shall clearly distinguish the concept from the detailed plan. The Planning Commission shall take separate actions on each element of the Planned Development application (i.e. the concept approval must precede the detailed development approval); however each required action may be made at the same hearing.]

18.350.030 Administrative Provisions

[A. Time limit on filing of detailed development plan. The concept plan approval expires after 1-1/2 years unless an application for detailed development plan and, if applicable, a preliminary plat approval or request for extension is filed. Action on the detailed development plan shall be taken by the Planning Commission by means of a Type III-PC procedure, as governed by Section 18.350.050, using approval criteria in 18.350.070.]

~~A.~~***[B.]*** Zoning map designation. ~~Where a planned development overlay zone has been approved,~~ ***[The planned development overlay zone application shall be concurrently approved if the detailed development plan is approved by the Planning Commission.]*** The zoning map shall be amended to indicate the approved planned development designation for the subject development site. The approval of the planned development overlay zone shall not expire.

~~B. Time limit on filing of detailed development plan. Within 1-1/2 years after the date of Commission approval of the conceptual development plan, the owner shall prepare and file with the Director a detailed development plan. Action on the detailed development plan shall be ministerial and taken by the Director by means of a Type II procedure, as governed by Section 18.390.040, using approval criteria below:~~

~~1. The Director shall approve the detailed development plan upon finding that the final plan conforms with the conceptual development plan approved, or approved with conditions by the Commission. The detailed plan shall be approved unless the Director finds:~~

~~a. The change increases the residential densities, increases the lot coverage by buildings or reduces the amount of parking;~~
~~b. The change reduces the amount of open space and landscaping;~~
~~c. The change involves a change in use;~~
~~d. The change commits land to development which is environmentally sensitive or subject to a potential hazard; and~~
~~e. The change involves a major shift in the location of buildings, proposed streets, parking lot configuration, utility easements, landscaping or other site improvements.~~

~~2. A decision by the Director may be appealed by the applicant or other affected/approved parties to the Commission and the Commission shall decide whether the detailed development plan substantially conforms to the approved conceptual development plan based on the criteria set forth in Subsection 1 of this section. This appeal shall be governed by provisions of Section 18.390.040G.~~

C. Extension. The Director shall, upon written request by the applicant and payment of the required fee, grant an extension of the approval period not to exceed one year provided that:

1. No changes have been made on the original concept~~ual~~ development plan as approved by the Commission;

2. The applicant can show intent of applying for detailed development plan ***[or preliminary plat]*** review within the one year extension period; and

3. There have been no changes to the applicable Comprehensive Plan policies and ordinance provisions on which the approval was based.

D. Phased development.

1. The Commission shall approve a time schedule for developing a site in phases, but in no case shall the total time period for all phases be greater than seven years without reapplying for conceptual development plan review.

2. The criteria for approving a phased detail development plan proposal are that:
a. The public facilities shall be constructed in conjunction with or prior to each phase; and

b. The development and occupancy of any phase shall not be dependent on the use of temporary public facilities. A temporary public facility is any facility not constructed to the applicable City or district standard.

E. Substantial modifications to conceptual plan. *[If the Planning Commission finds that the detailed development plan or preliminary plat does not substantially conform to the concept plan, a new concept plan shall be required.]* ~~Substantial modifications made to the approved conceptual development plan shall require a new application.~~

[F. Noncompliance. Noncompliance with an approved detailed development plan shall be a violation of this chapter.]

[G. Issuance of occupancy permits. The development shall be completed in accordance with the approved detailed development plan including landscaping and recreation areas before any occupancy permits are issued. However, when the Director determines that immediate execution of any feature of an approved detailed development plan is impractical due to climatic conditions, unavailability of materials, or other temporary condition, the Director shall, as a precondition of the issuance of a required permit, require the posting of a performance bond or other surety to secure execution of the feature at a time certain not to exceed one year.]

~~18.350.040 Noncompliance: Bond~~

~~A. Noncompliance. Noncompliance with an approved detailed development plan shall be a violation of this chapter.~~

~~B. Issuance of occupancy permits. The development shall be completed in accordance with the approved detailed development plan including landscaping and recreation areas before any occupancy permits are issued. However, when the Director determines that immediate execution of any feature of an approved detailed development plan is impractical due to climatic conditions, unavailability of materials, or other temporary condition, the Director shall, as a precondition of the issuance of a required permit, require the posting of a performance bond or other surety to secure execution of the feature at a time certain not to exceed one year.~~

~~18.350.050 Applicability in Commercial and Industrial Zones~~

~~A. By election. An applicant for a commercial or industrial project may elect to develop the project as a planned development, in compliance with the requirements of this chapter.~~

~~B. As condition of approval in commercial and industrial developments. An approval authority may apply the provisions of this chapter as a condition of approving any application for a commercial or industrial development.~~

~~18.350.060 Allowed Uses~~

~~A. In residential zones. In all residential zones, an applicant with a planned development approval may develop the site to contain a mixture of uses subject to the density provisions of the underlying zone and the density bonus provisions of 18.350.100 B2. The following uses are~~

~~allowed with planned development approval:~~

~~1 All uses allowed outright in the underlying zoning district;~~
~~2 Single-family detached and attached residential units;~~
~~3 Duplex residential units;~~
~~4 Multi-family residential units;~~
~~5 Manufactured homes;~~
~~6 Accessory services and commercial uses directly serving the planned development only and which are customary or associated with, but clearly incidental to, the residential uses permitted in the zone;~~
~~7 Community building;~~
~~8 Indoor recreation facility; athletic club, fitness center, racquetball court, swimming pool, tennis court or similar use;~~
~~9 Outdoor recreation facility, golf course, golf driving range, swimming pool, tennis court, or similar use; and~~
~~10 Recreational vehicle storage area.~~

~~B. In commercial zones. In all commercial zones, an applicant with a planned development approval may develop the site to contain all of the uses permitted outright in the underlying zone and, in addition, a maximum of 25% of the total gross floor area may be used for multi-family dwellings in those commercial zones that do not list multi-family dwellings as an outright use.~~

~~C. In industrial zones. In all industrial zones, a planned development shall contain only those uses allowed outright in the underlying zoning district.~~

~~18.350.070 Applicability of the Base Zone Development Standards~~

~~A. Compliance to specific development standards. The provisions of the base zone are applicable as follows:~~

~~1 Lot dimensional standards: The minimum lot size, lot depth and lot width standards shall not apply except as related to the density computation under Chapter 18.715;~~
~~2 Site coverage: The site coverage provisions of the base zone shall apply;~~
~~3 Building height: The building height provisions shall not apply; and~~
~~4. Structure setback provisions:~~
~~a. Front yard and rear yard setbacks for structures on the perimeter of the project shall be the same as that required by the base zone unless otherwise provided by Chapter 18.360;~~
~~b. The side yard setback provisions shall not apply except that all detached structures shall meet the Uniform Building Code requirements for fire walls; and~~
~~c. Front yard and rear yard setback requirements in the base zone setback shall not apply to structures on the interior of the project except that:~~
~~(1) A minimum front yard setback of 20 feet is required for any garage structure which opens facing a street.~~
~~(2) A minimum front yard setback of eight feet is required for any garage opening for an attached single-family dwelling facing a private street as long as the required off-street parking spaces are provided.~~

~~B. Other provisions of the base zone. All other provisions of the base zone shall apply except as~~

~~modified by this chapter.~~

~~18.350.080 Exceptions to Underlying Development Standards~~

~~A. Exceptions to parking requirements. The Commission may grant an exception to the off-street parking dimensional and minimum number of space requirements in the applicable zone based on findings that:~~

~~1 The minor exception is not greater than 10 percent of the required parking; and~~
~~2 The application is for a use designed for a specific purpose which is intended to be permanent in nature, e.g., a nursing home, and which has a low demand for off-street parking; or~~
~~3 There is an opportunity for sharing parking and there is written evidence that the property owners are willing to enter into a legal agreement; or~~
~~4 Public transportation is available to the site, reducing the standards and will not adversely affect adjoining uses; or~~
~~5 There is a community interest in the preservation of particular natural features of the site which make it in the public interest to grant an exception to parking standards.~~

~~B. Exceptions to sign requirements. The Commission may grant an exception to the sign dimensional requirements in the applicable zone based on findings that:~~

~~1 The minor exception is not greater than 10 percent of the required applicable dimensional standard for signs;~~
~~2 The exception is necessary for adequate identification of the use on the property; and~~
~~3 The sign will be compatible with the overall site plan, the structural improvements and with the structures and uses on adjoining properties.~~

~~C. Exceptions to landscaping requirements. The Commission may grant an exception to the landscape requirements of this title upon a finding that the overall landscape plan provides for 20% of the gross site area to be landscaped.~~

~~18.350.090~~ *[18.350.040]* Concept~~ual Development~~ Plan Submission Requirements

A. General submission requirements. The applicant shall submit an application containing all of the general information required for a Type III~~B~~ ***[-PC]*** procedure, as governed by Section 18.390.050 ***[and the additional information required by 18.350.040.B.]*** In addition, the applicant shall submit the following:

1. A statement of planning objectives to be achieved by the planned development through the particular approach proposed by the applicant. This statement should include:

   [a.] A description of the character of the proposed development and the rationale behind the assumptions and choices made by the applicant.

   [b. An explanation of the architectural style, and what innovative site planning principles are utilized including any innovations in building techniques that will be employed.]

   [c. An explanation of how the proposal relates to the purposes of the Planned Development Chapter as expressed in 18.350.010.]

   [d. An explanation of how the proposal utilized the Planning Commissioner's Toolbox.]

2. A ***[general]*** development schedule indicating the approximate dates when construction of the planned development and its various phases are expected to be initiated and completed.

3. A statement of the applicant's intentions with regard to the future selling or leasing of all or portions of the planned development. ***[In the case where a residential subdivision is proposed, the statement shall include the applicant's intentions whether the applicant will build the homes, or sell the lots to other builders.]***

~~4. A narrative statement presenting information, a detailed description of which is available from the Director.~~

B. Additional information. In addition to the general information described in Subsection A above, the concept~~ual development~~ plan, data, and narrative shall include the following information, the detailed content of which can be obtained from the Director:

1. Existing site conditions;

2. A site concept ***[including the types of proposed land uses and structures, including housing types, and their general arrangement on the site]*** ;

3. A grading concept;

4. A landscape concept ***[indicating a percentage range for the amount of proposed open space and landscaping, and general location and types of proposed open space(s)***;

[5. Parking concept;]

~~5.~~ ***[6.]*** A sign concept; and

[7. A streets and utility concept; and]

[8. Structure Setback and Development Standards concept, including the proposed residential density target if applicable.]

~~6. A copy of all existing or proposed restrictions or covenants.~~

[C. Allowable Uses]

1. In residential zones. In all residential zones, an applicant with a planned development approval may develop the site to contain a mixture of uses subject to the density provisions of the underlying zone and the density bonus provisions of 18.350.070.A.3.c. The following uses are allowed with planned development approval:

   a. All uses allowed outright in the underlying zoning district;
   b. Single-family detached and attached residential units;
   c. Duplex residential units;
   d. Multi-family residential units;
   e. Manufactured homes;

f. Accessory services and commercial uses directly serving the planned development only and which are customary or associated with, but clearly incidental to, the residential uses permitted in the zone ***[such as personal services, preschool or daycare, and retail uses less than 5,000 square feet in sum total];***
g. Community building;
h. Indoor recreation facility; athletic club, fitness center, racquetball court, swimming pool, tennis court or similar use;
i. Outdoor recreation facility, golf course, golf driving range, swimming pool, tennis court, or similar use; and
j. Recreational vehicle storage area.

2. In commercial zones. In all commercial zones, an applicant with a planned development approval may develop the site to contain all of the uses permitted outright in the underlying zone and, in addition, a maximum of 25% of the total gross floor area may be used for multi-family dwellings in those commercial zones that do not list multi-family dwellings as an outright use.

3. In industrial zones. In all industrial zones, a planned development shall contain only those uses allowed outright in the underlying zoning district.

[18.350.050 Concept Plan Approval Criteria]

[A. The concept plan may be approved by the Commission only if all of the following criteria are met:

1. The concept plan includes specific designations on the concept map for areas of open space, and describes their intended level of use, how they relate to other proposed uses on the site, and how they protect natural features of the site.

2. The concept plan identifies areas of significant natural resources, if any, and identifies methods for their maximized protection, preservation, and/or management.

3. The concept plan identifies how the future development will integrate into the existing neighborhood, either through compatible street layout, architectural style, housing type, or by providing a transition between the existing neighborhood and the project with compatible development or open space buffers.

4. The concept plan identifies methods for promoting walkability or transit ridership, such methods may include separated parking bays, off street walking paths, shorter pedestrian routes than vehicular routes, linkages to or other provisions for bus stops, etc.

5. The concept plan identifies the proposed uses, and their general arrangement on site. In the case of projects that include a residential component, housing type, unit density, or generalized lot sizes shall be shown in relation to their proposed location on site.

6. The concept plan must demonstrate that development of the property pursuant to the plan results in development that has significant advantages over a standard development. A concept plan has a significant advantage if it provides development consistent with the general purpose of the zone

in which it is located at overall densities consistent with the zone, while protecting natural features or providing additional amenities or features not otherwise available that enhance the development project or the neighborhood.]

[18.350.060 Detailed Development Plan Submission Requirements]

[A. <u>General submission requirements</u>. The applicant shall submit an application containing all of the general information required for a Type III-PC procedure, as governed by Section 18.390.050, the additional information required by 18.350.040.B and the approval criteria under 13.350.070.]

[B. <u>Additional Information.</u> In addition to the general information described in Subsection A above, the detailed development plan, data, and narrative shall include the following information:

1. *Contour intervals of 2 to 5 ft, depending on slope gradients, and spot elevations at breaks in grade, along drainage channels or swales, and at selected points, as needed.*

2. *A specific development schedule indicating the approximate dates of construction activity, including demolition, tree protection installation, tree removal, ground breaking, grading, public improvements, and building construction for each phase.*

3. *A copy of all existing and/or proposed restrictions or covenants.*

4. *Moderate to High Density Development Analysis. If proposing development in an area within a Metro designated town or regional center, the following additional information may be required:*

    a. *Air movement: Prevailing breezes characteristic of a region may be greatly modified by urban high-rise structures. Predominant air movement patterns in a city may be along roadways and between buildings. The placement, shape, and height of existing buildings can create air turbulence caused by micro air movement patterns. These patterns may influence the location of building elements such as outdoor areas and balconies. Also a building's design and placement can mitigate or increase local wind turbulence.*

    b. *Sun and shadow patterns: The sun and shadow patterns of existing structures should be studied to determine how they would affect the proposed building. This is particularly important for outdoor terraces and balconies where sunlight may be desirable. Sun and shadow patterns also should be considered as sources of internal heat gain or loss. Building orientation, window sizes and shading devices can modify internal heat gain or loss. Studies should include daily and seasonal patterns and the shadows the proposed building would cast on existing buildings and open spaces.*

    c. *Reflections: Reflections from adjacent structures such as glass-clad buildings may be a problem. The development should be designed to compensate for such glare or if possible, oriented away from it.]*

[C. <u>Compliance with specific development standards</u>. The Detailed Development Plan shall show compliance with base zone provisions , with the following modifications:

1. *Lot dimensional standards: The minimum lot depth and lot width standards shall not apply. There shall be no minimum lot size except that lots on the perimeter of the project shall not be less than 80% of the minimum size required in the base zone.*

2. *Site coverage: The maximum site coverage is 80%, except in the IP zone where the maximum site coverage shall be 75%. Site coverage includes all buildings and impervious surfaces such as streets and sidewalks;*

3. *Building height: In residential zones, any increase in the building height above the maximum in the base zone will require that the structure be setback from the perimeter of the site a distance of at least 1-1/2 times the height of the building.*

4. *Structure setback provisions:*

   a. Setbacks for structures on the perimeter of the project shall be the same as that required by the base zone unless otherwise provided by Chapter 18.360;

   b. The setback provisions for all setbacks on the interior of the project shall not apply except that:

      (1) All structures shall meet the Uniform Building and Fire Code requirements;

      (2) A minimum front yard setback of 20 feet is required for any garage structure which opens facing a street. This setback may be reduced for rear or side loaded garages, if specified on the detailed plan and proper clearances for backing movements are accounted for.

      (3) A minimum front yard setback of eight feet is required for any garage opening for an attached single-family dwelling facing a private street as long as the required off-street parking spaces are provided. This setback may be reduced for rear or side loaded garages, if specified on the detailed plan and proper clearances for backing movements are accounted for.

   c. If seeking to modify the base zone setbacks, the applicant shall specify the proposed setbacks, either on a lot by lot, or project wide basis. The commission may require site specific building envelopes.

5. *Other provisions of the base zone. All other provisions of the base zone shall apply except as modified by this chapter.]*

~~18.350.100~~ *[18.350.070 Detailed Development Plan]* Approval Criteria

[A. Detailed Development Plan Approval Criteria. A detailed development plan may be approved only if all the following criteria are met:

1. The detailed plan is generally consistent with the concept plan. Minor changes from the concept plan do not make the detailed plan inconsistent with the concept plan unless:

a. The change increases the residential densities, increases the lot coverage by buildings or

reduces the amount of parking;

b. ***The change reduces the amount of open space and landscaping;***

c. ***The change involves a change in use;***

d. ***The change commits land to development which is environmentally sensitive or subject to a potential hazard; and***

e. ***The change involves a major shift in the location of buildings, proposed streets, parking lots, landscaping or other site improvements.]***

~~A. Relationship to site development review. The provisions of Chapter 18.360, Site Development Review, are not applicable to Planned Development Reviews. The detailed development plan review is intended to address the same type of issues as the Site Development Review.~~

~~B. Specific planned development approval criteria. The Commission shall make findings that the following criteria are satisfied when approving or approving with conditions, the concept plan. The Commission shall make findings that the criteria are not satisfied when denying an application.~~

~~1~~ ***[2.]*** All the provisions of the land division provisions, Chapters ~~18.410,~~ 18.420 ***[Partitions]*** and 18.430 ***[Subdivisions]***, shall be met ***[if applicable]***;

~~2.~~ ***[3.]*** Except as noted, the provisions of the following chapters shall be utilized as guidelines. A planned development need not meet these requirements where a development plan provides alternative designs and methods, if acceptable to the Commission, that promote the purpose of this ***[chapter]*** ~~section~~. In each case, the applicant must provide findings to justify the modification of the standards in the chapters listed ~~in Subsection 3~~ below. ***[The applicant shall respond to all the applicable criteria of each chapter as part of these findings and clearly identify where their proposal is seeking a modification to the strict application of the standards. For those chapters not specifically exempted, the applicant bears the burden of fully complying with those standards, unless a variance or adjustment has been requested.]***
~~The developer may choose to provide or the commission may require additional open space dedication and/or provision of additional amenities, landscaping or tree planting.~~

[a. ***Chapter 18.360, Site Development Review. The provisions of Chapter 18.360, Site Development Review, are not applicable to Planned Development Reviews. The detailed development plan review is intended to address the same type of issues as the Site Development Review.]***

[b. ***Chapter 18.705, Access, Egress and Circulation. The Commission may grant an exception to the access standards, upon a demonstration by a professional engineer that the resulting access will not be detrimental to the public safety considering emergency vehicle needs, and provisions are provided for all modes of transportation using the site (vehicles, bicycles, pedestrians, and transit).]***

~~a.~~ *[c.]* Chapter 18.715, Density Computation and Limitations. Unless authorized below, density shall be governed by the density established in the underlying zoning district, ***[using the minimum lot size established for that district. Where a project site encompasses more than one underlying zoning district, density shall be aggregated for each district, and may be allocated anywhere within the project site, as deemed appropriate by the commission.]***

The Commission may further authorize a density bonus not to exceed 10% as an incentive to increase or enhance open space, architectural character and/ or site variation incorporated into the development. These factors must make a substantial contribution to objectives of the planned development. The degree of distinctiveness and the desirability of variation achieved shall govern the amount of density increase which the Commission may approve according to the following:

(1) ***[A 1% bonus for each 5% of the gross site area set aside in open space, up to a maximum of 5%,]*** ~~A maximum of 3%~~ is allowed for the provision of ***[active use recreational open space]*** ~~undeveloped common space,~~ exclusive of areas contained in floodplain, ***[steep]*** slopes ~~greater than 25 %~~, drainageways, or wetlands that would otherwise be precluded from development;

(2) [Up to a maximum of 5% is allowed for the development of pedestrian amenities, streetscape development, recreation areas, plazas, or other items from the "Planning Commission's Toolbox."]

~~(2) A maximum of 3% is allowed for landscaping; streetscape development; developed open spaces, plazas and pedestrian pathways and related amenities; recreation area development; and/or retention of existing vegetation;~~

~~(3) A maximum of 3% is allowed for creation of visual focal points; use of existing physical amenities such as topography, view, and sun/wind orientation;~~

~~(4) A maximum of 3% quality of architectural quality and style; harmonious use of materials; innovative building orientation or building grouping; and/or varied use of housing types.~~

[d.] Chapter 18.745, Landscaping and Screening. ***[The Commission may grant an exception to the landscape requirements of this title upon a finding that the overall landscape plan was prepared by a licensed landscape architect, provides for 20% of the net site area to be professionally landscaped, and meets the intent of the specific standard being modified.]***

[e.] Chapter 18.765, Off-street Parking and Loading Requirements. ***[The Commission may grant an exception to the off-street parking dimensional and minimum number of space requirements in the applicable zone if:***

(1) The minimum number of parking spaces is not reduced by more than 10 percent of the required parking; and

(2) The application is for a use designed for a specific purpose which is intended to be permanent in nature, e.g., a nursing home, and which has a low demand for off-street parking; or

(3) There is an opportunity for sharing parking and there is written evidence that the property owners are willing to enter into a legal agreement; or

(4) Public transportation is available to the site, and reducing the standards will not adversely affect adjoining uses; or

(5) There is a community interest in the preservation of particular natural features of the site which make it in the public interest to grant an exception to parking standards.]

[f.] Chapter 18.780, Signs. ***[The Commission may grant an exception to the sign dimensional requirements in the applicable zone if:***

(1) The sign is not increased by more than 10 percent of the required applicable dimensional standard for signs; and

(2) The exception is necessary for adequate identification of the use on the property; and

(3) The sign will be compatible with the overall site plan, the structural improvements and with the structures and uses on adjoining properties.]

[g.] Chapter 18.795, Visual Clearance Areas. ***[The Commission may grant an exception to the visual clearance requirements, when adequate sight distance is or can be met;]***

[h.] Chapter 18.810, Street and Utility Improvements, Sections 18.810.040, Blocks; and 18.810.060, Lots. Deviations from street standards shall be made on a limited basis, and nothing in this section shall obligate the City Engineer to grant an exception. The Commission has the authority to reject an exception request. The Commission can only grant an exception to street sanctions if it is sanctioned by the City Engineer. The City Engineer may determine that certain exceptions to the street and utility standards are permissible when it can be shown that:

(1) Public safety will not be compromised; and

(2) In the case of public streets, maintenance costs will not be greater than with a conforming design; and

(3) The design will improve stormwater conveyance either by reducing the rate or amount of runoff from present standards or increasing the amount of pollutant treatment.]

~~b. Chapter 18.730, Exceptions to Development Standards;~~

~~c. Chapter 18.795, Visual Clearance Areas;~~
~~d. Chapter 18.745, Landscaping and Screening;~~
~~e. Chapter 18.765, Off-street Parking and Loading Requirements;~~
~~f. Chapter 18.705, Access, Egress and Circulation; and~~
~~g. Chapter 18.780, Signs.~~

~~3.~~ ***[4.]*** In addition, the following criteria shall be met:

a. Relationship to the natural and physical environment:

(1) The streets, buildings and other site elements shall be designed and located to preserve the existing trees, topography and natural drainage to the greatest degree possible. ***[The commission may require the applicant to provide an alternate site plan to demonstrate compliance with this criterion;]***

(2) Structures located on the site shall not be in areas subject to ground slumping and sliding ***[as demonstrated by the inclusion of a specific geotechnical evaluation;]***

~~(3) There shall be adequate distance between on-site buildings and other on-site and off-site buildings on adjoining properties to provide for adequate light and air circulation and for fire protection;~~

~~(4)~~ ***[(3) Using the basic site analysis information from the concept plan submittal,]*** the structures shall be oriented with consideration for the sun and wind directions, where possible; ~~and~~

~~(5) Trees preserved to the extent possible. Replacement of trees is subject to the requirements of Chapter 18.790, Tree Removal.~~

b. Buffering, screening and compatibility between adjoining uses:

(1) Buffering shall be provided between different types of land uses, e.g., between single-family and multi-family residential, and residential and commercial uses;

(2) In addition to the requirements of the buffer matrix (Table 18.745.1), ***[the requirements of the buffer may be reduced if a landscape plan prepared by a registered Landscape Architect is submitted that attains the same level of buffering and screening with alternate materials or methods.]*** The following factors shall be considered in determining the adequacy and extent of the buffer required under Chapter 18.745:

(a) The purpose of the buffer, for example to decrease noise levels, absorb air pollution, filter dust, or to provide a visual barrier;
(b) The size of the buffer needs in terms of width and height to achieve the purpose;
(c) The direction(s) from which buffering is needed;
(d) The required density of the buffering; and
(e) Whether the viewer is stationary or mobile.

(3) On-site screening from view from adjoining properties of such activities as service areas, storage areas, parking lots and mechanical devices on roof tops shall be provided and the following factors shall be considered in determining the adequacy of the type and extent of the screening:

(a) What needs to be screened;

(b) The direction from which it is needed; and
(c) Whether the screening needs to be year- round.

c. Privacy and noise: Non-residential structures which abut existing residential dwellings shall be located on the site or be designed in a manner, to the maximum degree possible, to protect the private areas on the adjoining properties from view and noise;

[d. Exterior elevations – single-family attached and multiple-family structures: Along the vertical face of single-family attached and multiple-family structures, offsets shall occur at a minimum of every 30 feet by providing any two of the following:

(1) Recesses, e.g., decks, patios, entrances, floor area, of a minimum depth of eight feet;
(2) Extensions, e.g., decks, patios, entrances, floor area, of a minimum depth of eight feet, a maximum length of an overhang shall be 25 feet; and
(3) Offsets or breaks in roof elevations of three or more feet in height.]

~~d.~~ ***[e.]*** Private outdoor area –***[residential]*** ~~multi-family~~ use:
(1) ~~In addition to the requirements of subparagraph (3)~~, ***[Exclusive of any other required open space facility,]*** each ground-level residential dwelling unit shall have an outdoor private area (patio, terrace, ***[or]*** porch) of not less than 48 square feet ***[with a minimum width dimension of four feet;]***
(2) Wherever possible, private outdoor open spaces should be oriented toward the sun; and
(3) Private outdoor spaces shall be screened or designed to provide privacy for the use of the space.

e. ***[f.]*** Shared outdoor recreation areas – ***[residential]*** ~~multi-family~~ use:
(1) ~~In addition to subparagraphs (2) and (3) of this section~~ ***[Exclusive of any other required open space facilities,]*** each ~~multiple-dwelling~~ ***[residential]*** development shall incorporate shared usable outdoor recreation areas within the development plan as follows:
(a) Studio units up to and including two bedroom units, 200 square feet per unit; and
(b) Three or more bedroom units, 300 square feet per unit.

(2) Shared outdoor recreation space shall be readily observable from adjacent units for reasons of crime prevention and safety;

(3) The required recreation space may be provided as follows:
~~(a) It may be all outdoor space; or~~
~~(b) It may be part outdoor space and part indoor space; for example, an outdoor tennis court and indoor recreation room; or~~
~~(c) It may be all public or common space; or~~
~~(d) It may be part common space and part private; for example, it could be an outdoor tennis court, indoor recreation room, and balconies on each unit; or~~
~~(e) Where balconies are added to units, the balconies shall not be less than 48 square feet.~~

[(a) Additional outdoor passive use open space facilities;

(b) Additional outdoor active use open space facilities;
(c) Indoor recreation center; or
(d) A combination of the above.]

[g. Demarcation of public, semi-public and private spaces for crime prevention:

(1) The structures and site improvements shall be designed so that public areas such as streets or public gathering places, semi-public areas and private outdoor areas are clearly defined to establish persons having a right to be in the space, to provide for crime prevention and to establish maintenance responsibility; and

(2) These areas may be defined by, but not limited to:

(a) A deck, patio, low wall, hedge, or draping vine;
(b) A trellis or arbor;
(c) A change in elevation or grade;
(d) A change in the texture of the path material;
(e) Sign; or
(f) Landscaping.]

~~f.~~ ***[h.]*** Access and circulation:
(1) The number of ***[required]*** ~~allowed~~ access points for a development shall be provided in Chapter 18.705;
(2) All circulation patterns within a development must be designed to accommodate emergency ***[and service]*** vehicles; and
(3) Provisions shall be made for pedestrian and bicycle ways ***[abutting and through a site]*** if such facilities are shown on an adopted plan ***[or terminate at the boundaries of the project site.]***

~~g.~~ ***[i.]*** Landscaping and open space:
(1) Residential Development: In addition to the ***[buffering and screening requirements of paragraph b of this subsection, and any minimal use open space facilities,]*** ~~requirements of subparagraphs (4) and (5) of section a of this subsection~~, a minimum of 20 percent of the site shall be landscaped. ***[This may be accomplished in improved open space tracts, or with landscaping on individual lots provided the developer includes a landscape plan, prepared or approved by a licensed landscape architect, and surety for such landscape installation;]***

~~(2) Commercial Development: A minimum of 15 percent of the site shall be landscaped; and~~
~~(3) Industrial Development: A minimum of 15 percent of the site shall be landscaped;~~

~~h.~~ ***[j.]*** Public transit:
(1) Provisions for public transit may be required where the site abuts ***[or is within a ¼ mile of]*** a public transit route. The required facilities shall be based on:
(a) The location of other transit facilities in the area; and
(b) The size and type of the proposed development.

(2) The required facilities ***[may include but are not necessarily limited to]*** ~~shall be limited to~~ such facilities as:
(a) A waiting shelter;
(b) A turn-out area for loading and unloading; and
(c) Hard surface paths connecting the development to the waiting area.

[(3) If provision of such public transit facilities on or near the site is not feasible, the developer may contribute to a fund for public transit improvements provided the Commission establishes a direct relationship and rough proportionality between the impact of the development and the requirement.]

~~i. Signs:~~
~~(1) In addition to the provisions of Chapter 18.780, Signs:~~
~~(a) Location of all signs proposed for the development site; and~~
~~(b) The signs shall not obscure vehicle driver's sight distance;~~

~~j.~~ ***[k.]*** Parking:
(1) All parking and loading areas shall be generally laid out in accordance with the requirements set forth in Chapter ~~Chapter~~ 18.765;

(2) Up to 50% of required off-street parking spaces for single-family attached dwellings may be provided on one or more common parking lots within the planned development as long as each single-family lot contains one off-street parking space.

~~k.~~ ***[l.]***Drainage: All drainage provisions shall be generally laid out in accordance with the requirements set forth in Chapter ***[18.810.]*** ~~18.775, and the criteria in the adopted 1981 master drainage plan~~; ***[An applicant may propose an alternate means for stormwater conveyance on the basis that a reduction of stormwater runoff or an increase in the level of treatment will result from the use of such means as green streets, porous concrete, or eco roofs.]***

~~l.~~ ***[m.]*** Floodplain dedication: Where landfill and/or development is allowed within or adjacent to the 100-year floodplain, the City shall require consideration of the dedication of sufficient open land area for a greenway adjoining and within the floodplain. This area shall include portions of a suitable elevation for the construction of a pedestrian/bicycle pathway with the floodplain in accordance with the adopted pedestrian bicycle pathway plan.

[n.] ~~18.350.110~~ Shared Open Space ***[Facilities: The detailed development plan shall designate a minimum of 20% of the gross site area as a shared open space facility. The open space facility may be comprised of any combination of the following:***

(1) Minimal Use Facilities. Up to 75% of the open space requirement may be satisfied by reserving areas for minimal use. Typically these areas are designated around sensitive lands (steep slopes, wetlands, streams, or 100 year floodplain).

(2) Passive Use Facilities. Up to 100% of the open space requirement may be satisfied by providing a detailed development plan for improvements (including landscaping, irrigation, pathway and other structural improvements) for passive recreational use.

(3) Active Use Facilities. Up to 100% of the open space requirement may be satisfied by providing a detailed development plan for improvements (including landscaping, irrigation, pathway and other structural improvements) for active recreational use.

(4) The open space area shall be shown on the final plan and recorded on the final plat or covenants.]

[o. Open Space Conveyance. Where a proposed park, playground or other public use shown in a plan adopted by the City is located in whole or in part in a subdivision, the Commission may require the dedication or reservation of such area within the subdivision, provided that the reservation or dedication is roughly proportional to the impact of the subdivision on the park system.

Where considered desirable by the Commission in accordance with adopted comprehensive plan policies, and where a development plan of the City does not indicate proposed public use areas, the Commission may require the dedication or reservation of areas within the subdivision or sites of a character, extent and location suitable for the development of parks or other public use, provided that the reservation or dedication is roughly proportional to the impact of the subdivision on the park system. The open space shall be conveyed in accordance with one of the following methods:]

~~A. Requirements for shared open space. Where the open space is designated on the plan as common open space the following applies:~~

~~1 The open space area shall be shown on the final plan and recorded with the Director; and~~
~~2. The open space shall be conveyed in accordance with one of the following methods:~~

~~a.~~ ***[(1) Public Ownership.]*** ~~By dedication to the City as publicly-owned and maintained as open space.~~ Open space proposed for dedication to the City must be acceptable to it with regard to the size, shape, location, improvement and budgetary and maintenance limitations ***[A determination of City acceptance shall be made in writing by the Parks & Facilities Division Manager prior to final approval. Dedications of open space may be eligible for Systems Development Charge credits, usable only for the proposed development. If deemed to be not acceptable, the open space shall be in private ownership as described below;]***

~~b.~~ ***[(2) Private Ownership.]*** By ~~leasing or~~ conveying title (including beneficial ownership) to a corporation, home association or other legal entity,***[and granting a conservation easement to the City in a form acceptable by the City. The terms of the conservation easement must include provisions for the following:]***
~~with the City retaining the development rights to the property. The terms of such lease or other instrument of conveyance must include provisions suitable to the City Attorney for guaranteeing the following:~~

~~(1)~~ ***(a)*** The continued use of such land for the intended purposes;
~~(2)~~ ***(b)***Continuity of property maintenance;
~~(3)~~ ***(c)*** When appropriate, the availability of funds required for such maintenance;
~~(4)~~ ***(d)*** Adequate insurance protection; and

~~(5)~~ *(e)* Recovery for loss sustained by casualty and condemnation or otherwise.

~~c. By any method which achieves the objectives set forth in Subsection 2 above of this section.~~

Agenda Item: 5.2
Hearing Date: September 18, 2006 **Time:** 7:00 PM

STAFF REPORT TO THE PLANNING COMMISSION FOR THE CITY OF TIGARD, OREGON

TIGARD

SECTION I. APPLICATION SUMMARY

FILE NAME: **DEVELOPMENT CODE AMENDMENT TO THE PLANNED DEVELOPMENTS CHAPTER (18.350) AND DEFINITIONS CHAPTER (18.120)**

FILE NO.: **Development Code Amendment (DCA)** **DCA2006-00003**

PROPOSAL: The City is requesting approval of a Development Code Amendment to amend the Planned Developments Chapter (18.350) and the Definitions Chapter (18.120) of the Tigard Community Development Code. The proposed amendments would add a new purpose statement, approval process, approval criteria and other revisions to Chapter 18.350. Related definitions of "density bonus," "landscaping," and "open space facilities" would be added to Chapter 18.120.

APPLICANT: City of Tigard
13125 SW Hall Boulevard
Tigard, OR 97223

OWNER: N/A

LOCATION: City wide

COMP PLAN/ ZONING DESIGNATION: City wide.

APPLICABLE REVIEW CRITERIA: Community Development Code Chapters 18.120.030, 18.350, 18.380.020, 18.390.06; Comprehensive Plan Policies 1, 2, 3 and 6; and Statewide Planning Goals 1 and 2.

SECTION II. STAFF RECOMMENDATION

Staff recommends that the Planning Commission recommend approval to the Tigard City Council to amend the Planned Developments Chapter (18.350) and Definitions Chapter (18.120) of the Tigard Community Development Code as determined through the public hearing process.

SECTION III. BACKGROUND INFORMATION

The Planned Developments Chapter of the Tigard Development Code is intended to grant flexibility to the underlying development code standards, in order to encourage innovative design and development, particularly for parcels that are physically constrained.

Three years ago, some Tigard citizens raised concerns about the density, appearance, and lack of open space in certain developments that were approved under the provisions of the Planned Developments chapter. On January 27, 2004, the City Council passed a resolution to form a citizen committee to review and possibly recommend changes to the Planned Developments chapter. The Committee members represented a broad spectrum of views on the issue. The Planned Developments Code Review Committee held meetings over several months. They reviewed the code and made a recommendation to substantially reorganize and rewrite the chapter.

In April 2006, the Committee presented its draft changes to both the City Council and Planning Commission. Both of these bodies made suggestions for further refinement. The committee met two additional times to refine the draft. The proposed code amendment was drafted with input from the Committee, the City Council, the City Attorney, the Planning Commission and staff.

SECTION IV. APPLICABLE CRITERIA AND FINDINGS

Chapter 18.380 states that legislative text amendments shall be undertaken by means of a Type IV procedure, as governed by Section 18.390.060.G.

Chapter 18.390.060.G states that the recommendation by the Commission and the decision by the Council shall be based on consideration of the following factors:

THE STATEWIDE PLANNING GOALS AND GUIDELINES ADOPTED UNDER OREGON REVISED STATUTES CHAPTER 197;

Notice was provided to DLCD 45 days prior to the first scheduled public hearing as required. In addition, the Tigard Development Code and Comprehensive Plan have been acknowledged by DLCD. The following Statewide Planning Goals are applicable to this proposal:

Statewide Planning Goal 1 – Citizen Involvement:

This goal outlines the citizen involvement requirement for adoption of Comprehensive Plans and for changes to the Comprehensive Plan and implementing documents. This goal was met by the City Council's appointment of a committee of citizens, who reviewed the Development Code and recommended changes.

This goal has also been met by complying with the Tigard Development Code notice requirements set forth in Chapter 18.390. Notice has been published in the Tigard Times newspaper prior to the public hearing. Two Public Hearings are being held (one before the Planning Commission and the second before the City Council) in which public input is welcome.

Notice was also sent to the owners of 53 properties that currently have Planned Development Overlay designations and appear on the 2005 Tigard Buildable Land Inventory. The proposed changes were also sent to other interested parties, including the Home Builders Association and several local land use consultants.

Statewide Planning Goal 2 – Land Use Planning:

This goal outlines the land use planning process and policy framework. The Comprehensive Plan was acknowledged by DLCD as being consistent with the statewide planning goals. The Development Code implements the Comprehensive Plan. The Development Code establishes a process for and policies to review changes to the Development Code consistent with Goal 2. The City's plan provides analysis and policies with which to evaluate a request for amending the Code consistent with Goal 2.

APPLICABLE METRO REGULATIONS:

There are no applicable Metro regulations that this amendment directly impacts.

APPLICABLE COMPREHENSIVE PLAN POLICIES:

Comprehensive Plan Policy 1.1.1: General Policies

This policy states that all future legislative changes shall be consistent with the Statewide Planning Goals and the Regional Plan adopted by Metro. As indicated above under the individual Statewide and Regional Plan goals applicable to this proposed amendment, the amendment is consistent with the Statewide Goals and the Regional Plan.

Comprehensive Plan Policies 2.1.1, 2.1.2, and 2.1.3.: Citizen Involvement

These policies state that the City shall maintain an ongoing citizen involvement program, provide opportunities for citizen involvement appropriate to the scale of the planning effort and that information on land use planning issues shall be available in understandable form for all interested citizens.

This goal has been met by complying with the Tigard Development Code notice requirements set forth in Chapter 18.390. Notice of the Planning Commission public hearing was published in the Tigard Times on August 31, 2006. Notice will be published again prior to the City Council public hearing. Notice was also sent to the owners of 53 properties that currently have Planned Development Overlay designations and appear on the 2005 Tigard Buildable Land Inventory, and to other interested parties for comment. The written notices invited public input and included the phone number of a contact person to answer any questions. The notice also included the web address where the entire draft of the text changes could be viewed.

This policy is also satisfied by the City Council's appointment of a citizen committee who reviewed the Development Code and recommended changes.

Comprehensive Plan Policy 3: Natural Features and Open Space
This policy addresses a broad range of topics all having to do with the natural resources located in Tigard. The use of Planned Developments is suggested as a way to limit impacts on wetlands (3.2.4) and designated tree or timbered areas (3.4.2).

This policy is satisfied because the proposed changes strengthen protection for natural resources. A new approval criterion would require identification of areas of significant natural resources on the concept plan and methods for their maximized protection, preservation, and/or management.

Comprehensive Plan Policy 6: Housing
This policy addresses housing in Tigard. The Planned Development process is listed as a way to allow properties exhibiting physical constraint characteristics, e.g., steep slopes or floodplains, to develop with density transfers allowable on the site (6.1.1).

This policy is satisfied as the proposed amendment will preserve the flexibility of the Planned Development process to develop properties will physical constraints.

APPLICABLE PROVISIONS OF THE CITY'S IMPLEMENTING ORDINANCES.

Tigard Development Code Chapter 18.120: Definitions

This chapter contains the meaning of specific words and terms used in the Development Code. The proposed changes to the sections of the Planned Developments chapter include a number of terms that need to be specifically defined. The terms are "Density bonus," "Landscaping," and three "Open Space Facility" related definitions- "Minimal Use Facilities," "Passive Use Facilities," and "Active Use Facilities."

Tigard Development Code Chapter 18.350: Planned Developments

This chapter establishes procedures and criteria for establishing Planned Development Overlay Zones, which allow for flexible standards and other innovative planning practices, when developing property. The proposed amendment would substantially reorganize and rewrite this chapter, and make a clear distinction between the Concept Plan and Detailed Development Plan sections of the approval process. The new organization of the chapter would start with an expanded new purpose statement, followed by an outline of the process, miscellaneous administrative provisions, the Concept Plan submission requirements, Concept Plan approval criteria, Detailed Development Plan submission requirements, and Detailed Development Plan approval criteria.

The proposed purpose statement is more comprehensive than the present code language. Environmental considerations would be made more central to the purpose of the chapter. The new language states the purpose of Planned Developments is:

- To provide a means for property development that is consistent with Tigard's Comprehensive Plan through the application of flexible standards which consider and mitigate for the potential impacts to the City;
- To provide such added benefits as increased natural areas or open space in the City, alternative building designs, walkable communities, preservation of significant natural resources, aesthetic appeal, and other types of assets that contribute to the larger community in lieu of strict adherence to many of the rules of the Tigard Community Development Code;
- To achieve unique neighborhoods which will retain their character and city benefits, while respecting the characteristics of existing neighborhoods through appropriate buffering and lot size transitioning;
- To preserve to the greatest extent possible the existing landscape features and amenities through the use of a planning procedure (site design and analysis, presentation of alternatives, conceptual review, then detailed review) that can relate the type and design of a development to a particular site;
- To consider an amount of development on a site, within the limits of density requirements, which will balance the interests of the owner, developer, neighbors, and the City; and
- To provide a means to better relate the built environment to the natural environment through sustainable and innovative building and public facility construction methods and materials.

The proposed approval process makes a clearer distinction between the three pieces of the process in the present code: the Concept Plan, the Detailed Development Plan, and the Overlay Zone. Concurrent applications could be made for the Concept Plan and the Detailed Development Plan, but the Planning Commission would have to take separate actions on each step.

Concept Plan: The Concept Plan would be a distinct step, with new submission requirements. The approval of the Concept Plan would require meeting these new criteria:

- Provision of open space
- Protecting natural resource areas
- Integration of development into the existing neighborhood
- Promotion of walkability/ transit
- Identification of the uses and arrangement of the site
- Demonstration that the planned development has significant advantages over standard development (i.e. protects natural features and provides additional amenities for the development and/or neighborhood.)

Detailed Development Plan: The Detailed Development Plan was made a distinct step in the process with separate submission requirements. Approval of the Detailed Development Plan would now require a Type III review, meeting the following approval criteria:

- General consistency with the Concept Plan.
- Meeting the land division provisions
- Findings to justify the modifications to the following Development Code chapters:
  a) **18.360**, Site Development Review
  b) **18.705,** Access, Egress and Circulation
  c) **18.715,** Density Computation and Limitations (Up to a 10% density bonus is allowed. A 1% density bonus for each 5% of the gross site area set aside in open space, and up to 5% for other amenities, including items from the Planning Commissioner's Toolbox (a supplemental document separate from the Development Code.)
  d) **18.745,** Landscaping and Screening
  e) **18.765,** Off-street Parking and Loading Requirements
  f) **18.780**, Signs
  g) **18.795,** Visual Clearance Areas
  h) **18.810,** Street and Street Utility Improvements
- Additional criteria, including requirements for:
  - Relationship to the natural and physical environment
  - Buffering, screening and compatibility between adjoining uses
  - Privacy and noise
  - Exterior elevations-residential use
  - Private outdoor area-residential use
  - Shared outdoor recreation and open space
  - Demarcation of public, semi-public, and private spaces for crime prevention
  - Access and circulation
  - Landscaping and open space
  - Provisions for public transit (where the site abuts or is ¼ mile of a public transit route)
  - Parking
  - Drainage (alternate means for stormwater conveyance may be proposed.)
  - Floodplain dedication
  - Mandatory shared open space requirement (minimum 20% of the gross site area.) Distinctions are also made between "Minimal Use Facilities," "Passive Use Facilities," and "Active Use Facilities."
  - Open space conveyance

Overlay Zone: The Overlay Zone would be applied concurrently with the approval of the Detailed Development Plan. The zone designation would not expire.

Overall, the proposed new language and organization of the chapter preserves the original intent of the Planned Developments chapter in the Tigard Community Development Code. The proposed changes reduce the ambiguity of the process and seek to assure that the flexibility that is granted in the development standards will result in development that has benefits for the community.

Tigard Development Code Chapter 18.380: Zoning Map and Text Amendments

This chapter sets forth the standards and process governing legislative and quasi-judicial amendments to this title and zoning district map. Legislative zoning map and text amendments shall be undertaken by means of a Type IV procedure, as governed by Section 18.390.060.G. Therefore, the proposed text amendments to the Tigard Development Code will be reviewed under the Type IV legislative procedure as set forth in the chapter.

Tigard Development Code Chapter 18.390: Decision-Making Procedures

This chapter establishes standard decision-making procedures for reviewing applications. The amendment under consideration will be reviewed under the Type IV legislative procedure as detailed in the chapter. Section 18.390.060.G states that the recommendation by the Commission, and the decision by the Council, shall be based on consideration of the following factors (reviewed above), including: 1) Statewide Planning Goals and Guidelines, 2) applicable federal of state statues of regulations, 3) applicable Metro regulations, 4) applicable comprehensive plan policies, and 5) applicable provisions of the City's implementing ordinances.

SECTION V. ADDITIONAL CITY STAFF COMMENTS

The City of Tigard's Building Division, Police Department, Public Works and Urban Forester have had an opportunity to review this proposal and have no objections.

The City of Tigard's Long Range Planning Division reviewed the proposal and submitted several questions for clarification. Questions referred to language permitting adjustments for lot dimensions and building height in the Sensitive Lands chapter (18.775) and density bonuses for tree canopy preserved in the Tree Removal chapter (18.790)

Response

If not otherwise addressed in the proposed Planned Developments chapter, any additional adjustments or bonuses allowable under other sections of the code can still be applied for. For example, the preservation of tree canopy would be eligible for a density bonus (1% bonus for every 2% canopy preserved- up to 20%) could be applied for in addition to any density bonuses eligible under the Planned Developments chapter.

SECTION VI. OUTSIDE AGENCY COMMENTS

Metro, Oregon Department of Transportation, Washington County Department of Land Use and Transportation, Tualatin Hills Park and Recreation District, Tualatin Valley Fire and Rescue, Tualatin Valley Water District, Clean Water Services and the Planning Directors of the cities of

Beaverton, Durham, King City, Lake Oswego, Portland, and Tualatin, were notified of the proposed amendments and did not respond.

The Oregon Department of Land Conservation and Development responded via phone and had no objections.

SECTION VII. OTHER PUBLIC COMMENT

A representative from the Home Builders Association submitted comments, asking several questions for clarification. These questions were discussed in a meeting with their representatives.

SECTION VIII. STAFF ANALYSIS AND CONCLUSIONS

The proposed Development Code Amendment would extensively reorganize and add new language and procedures to the current Planned Developments chapter. These changes were recommended by a citizen committee appointed by the City Council. The changes comply with the Statewide Planning Goals, the Tigard Comprehensive Plan, and applicable provisions of the City's implementing ordinances.

Staff finds that the proposed revision of the chapter is consistent with the original purpose and intent of the Planned Developments chapter of the Tigard Community Development Code. The proposed changes would result in less ambiguity in the process and more of a guarantee that the flexibility granted in the development standards would result in positive outcomes for the community. Therefore, Staff recommends that the Planning Commission recommend approval of the Development Code Amendment to the Tigard City Council as determined through the public hearing process.

ATTACHMENT:

EXHIBIT A: PROPOSED AMENDMENTS TO THE TIGARD COMMUNITY DEVELOPMENT CODE.

Sean Farrelly

PREPARED BY: Sean Farrelly
Associate Planner

September 8, 2006
DATE

D Bewersdorff

APPROVED BY: Dick Bewersdorff
Planning Manager

September 8 , 2006
DATE

Agenda Item # 6
Meeting Date October 17, 2006

COUNCIL AGENDA ITEM SUMMARY

City Of Tigard, Oregon

Issue/Agenda Title: Enhanced Citizen Participation Update

Prepared By: Liz Newton LN Dept Head Okay CP City Mgr Okay CP

ISSUE BEFORE THE COUNCIL AND KEY FACTS

Review the status on activities underway to enhance citizen participation. Review information on the proposed neighborhood program and provide feedback to staff.

STAFF RECOMMENDATION

Provide input on the proposed neighborhood program and comment on other citizen participation.

KEY FACTS AND INFORMATION SUMMARY

One of the 2006 City Council Goals is to "Improve Communication and Relationship with Citizens" by:

- Implementing the new neighborhood program throughout the City
- Conducting a city-wide scientific survey/report card on City services
- Connecting Council with students in schools

⊙ Staff continues to work on development of the Enhanced Neighborhood Program. In May, Open Houses were held in two of the pilot areas to provide an opportunity for area residents to comment on the proposed program elements. Over the summer, staff discussed the proposed program at two neighborhood events in the third pilot area.

Citizens who had expressed interest in helping develop the program structure were invited to attend the July CCI meeting. Staff worked with the CCI members at their July, August and September meetings to refine a proposed structure for consideration by the City Council. Based on Council's comments and direction given to staff at the October 17 workshop, staff will finalize a proposed program for the Committee for Citizen Involvement (CCI) comment at their meeting on October 18, 2006. Residents of the pilot areas who have expressed an interest in participating will be invited to an Open House in November for an opportunity to comment on the proposed program.

Copies of the August 17 CCI meeting minutes and the proposed Neighborhood Program components discussed at the September 28 CCI meeting are attached.

⊙ The results of the city-wide scientific survey/report on city services conducted in May 2006 were presented to City Council in June.

- ⊙ A representative of Tigard High School continues to attend City Council meetings monthly to present information about programs and activities at the school. The Tigard Youth Advisory Council has suggested City Council members have lunch at the High School periodically. Staff will work with individual Council members to schedule.

- ⊙ Councilor Harding mentioned the City of Beaverton's Hot Line and Citizens Comment Card at the September 26 Council meeting. Staff spoke with a representative in the Mayor's office, requested copies of the card and will report on Beaverton's program at the October 17 work session.

OTHER ALTERNATIVES CONSIDERED

None

COUNCIL GOALS AND TIGARD BEYOND TOMORROW VISION STATEMENT

2006 City Council Goals

- Improve Communication and Relationship with Citizens
  - Implementing the new neighborhood program throughout the City
  - Conducting a city-wide scientific survey/report card on City services
  - Connecting Council with students in schools

Tigard Beyond Tomorrow Goals - Community Character and Quality of Life:

<u>Communication</u>

1) The City will maximize accessibility to information in a variety of formats, providing opportunities for input on community issues and effective two-way communication.

2) City policy makers shall facilitate two-way communication by providing timely information and responding to concerns raised.

ATTACHMENT LIST

1. August 17, 2006 DRAFT CCI Meeting Minutes
2. Proposed Neighborhood Program Components

FISCAL NOTES

N/A

DRAFT

Meeting Minutes, August 17, 2006

Committee for Citizen Involvement

CCI Members Present: Mitch Brown, Basil Christopher, Bev Froude, Bill Scheiderich, Stacie Yost
CCI Members Absent: Sue Carver, Brian Kelly, Rick Parker
Staff Present: Liz, Newton, Duane Roberts

1. Welcome and Introductions

Committee Chair, Basil Christopher, called the meeting to order at 7:05 PM.

2. Approval of Minutes

Basil asked committee members to forward any July minute emendations directly to Duane after the meeting. [None received.]

3. Neighborhood Program (Continued from July Meeting)

Liz introduced this item, which was a continuation of the July open house on the organization and structure of the Neighborhood Program. She shared the results of her research on the neighborhood programs of various cities located throughout the nation and distributed printouts of four neighborhood program web homepages. She then handed out copies of a "Responsibilities Worksheet" that referenced the following topical areas:

- Neighborhood level input into the Capital Investment Program, or CIP; participation in Neighborhood Watch
- Participation in Land Use Neighborhood Meetings
- Maintenance of neighborhood web site
- Participation in Community Emergency Response Training, or CERT, Program
- Facilitate solutions to neighborhood issues
- Organize neighborhood clean-up
- Formal neighborhood level input into City's comprehensive plan
- Representation on the CCI
- Community liaison to local schools
- Facilitate community building (National Night Out)
- Neighborhood communication (Community Connector)

Liz next led a discussion on each responsibility area.

CIP Program:
Liz asked how neighborhood CIP decisions could be made so that everyone in the neighborhood would have an opportunity to make recommendations and participate in reaching a consensus. She suggested that this could be accomplished through a forum other than a face to face meeting.

Basil commented that as a neighborhood resident he has not been aware of the appropriate process for making CIP suggestions. As an example, he was unsure whether the use of a special form was needed in order to submit a recommendation.

Liz asked how people come together. Basil commented that information should be shared ahead of time, i.e. well before the decision making takes place, but he is unsure of how all this should be arranged. Stacie stated that CIP project nominations could be made by phone, at a meeting, or in various other ways. Information on the nominations should be readily available to other residents. A voting procedure also is needed. Basil added that there should be an opportunity to meet with engineering staff in order to receive technical advice on potential project nominations.

Liz pointed out that under the present nomination process the community reacts to a recommended staff project list. A more neighborhood-friendly approach could include a front-end opportunity for citizens to provide input.

Bill commented that an important role of staff would be to identify so-called hidden infrastructure needs, such as a need for underground water lines.

Liz alluded to plans to provide an internet page for every issue or topic, including CIP nominations, when the neighborhood webpage is set up. Bill commented that a targeted mailing to neighborhood residents, with a prepaid return envelope included, is another way to solicit input. Together, internet postings and postal mailings would provide the most complete coverage.

Liz noted that one opportunity for neighborhood residents to convene could include combining a CIP meeting with a "back-to-school" or some other scheduled event. A stand alone CIP meeting would be less of a draw.

Neighborhood Watch
Liz noted that this is already an established program. She pointed out that the new neighborhood website will include up-to-date or live site-specific crime statistics. She indicated that Neighborhood Watch does not work well if no residents are home during the day. In lieu of meetings, articles in the City newsletter, or on the website, would serve the purpose of keeping neighborhood residents informed and involved.

She anticipates that a certain minimum level participation in Neighborhood Watch would be necessary in order for a group to quality for the neighborhood grant.

Beverly asked for examples of successful Watch programs. Basil wondered if there could be active and passive Neighborhood Watch Programs. Important in the case of both types is that people need to know what to look for. Liz responded that the successful functioning of a Neighborhood Watch group wouldn't require meetings. The website could provide neighborhood-specific crime information, including information on what to look out for.

Land Use Meeting
Liz mentioned that land use meeting notices could be posted on a website to inform an affected neighborhood of a proposed development and allow neighbors an opportunity to weigh in electronically on its concerns. Providing an opportunity for a neighborhood representative to speak to Council is another idea. According to Liz, a so-called Neighborhood Land Use Coordinator could be allowed to speak on behalf of the neighborhood at a formal land use hearing.

Bev asked how people would be notified of land use proposals. Liz explained that the method could include website and/or individual postal notices.

Liz went on to discuss the idea of revising the currently used neighborhood meeting (land use) notice to tie information on development to an opportunity for the neighborhood to weigh-in on its concerns about the development. Expanding the notice area and allowing a neighborhood representative an opportunity to elaborate on neighborhood concerns at the land use hearing are the two main proposals related to neighborhood group involvement.

Neighborhood Communications
Liz explained that the City would be willing pay for individual neighborhood websites. The City would set guidelines and provide most of the content. A local webmaster would be needed for neighborhood-level information, which could include information on garage sales, and so on. No meetings would be needed for maintaining the website.

Bill commented that formatting and maintaining a website is a lot of work. Liz responded that only a small section of the website would need to look different from the City-formatted site. Rosters might need to be updated and some of the content might be local. A lot of the content would be City-fed and bylaws and mission statements wouldn't change over time. She noted that the webmaster role might appeal to a student.

CERT

Liz stated that another program that could be made available is the CERT program. CERT, or Community Emergency Response Team, is the City's emergency management program. A few citizens in each neighborhood could be CERT trained. No action by the neighborhood association would be needed for the neighborhood to receive the benefit of the program.

Facilitate Solutions to Neighborhood Issues

Liz indicated that for the past few years Tigard has provided neighborhood mediation service through a contract with the Beaverton Dispute Resolution Center. Participation in the program, which deals with disputes between neighbors, is voluntary and free. She went on to note that three years worth of Community Assessment Team, or staff neighborhood walk, data has been collected on neighborhood-specific code, infrastructure, and related problems and needs. All this data is available on the City webpage.

Bill commented that for action purposes, it would be useful for neighborhoods to rank the problems identified by the City Assessment Team. Otherwise, the raw data is "shotgun information' and difficult to act on. Liz replied that at the neighborhood level, the City's role is to raise issues and to let the neighborhood identify the solution. Bill stated that he understood this to mean that the City gives the idea, while citizens take the lead. The City's role is to kick off, initiate, or put another way, to provide information on options.

Basil commented that the program should not lead to the neighborhood "ganging up" on a neighbor. Liz added that the Mediation Program is complaint driven. Its aim is to deal with problems on a neighborhood level. Basil stated that neighborhood crime and other information needs to be fresh in order to engage people. Bill suggested the scanning-in of the full text of police crime reports. He, for one, would like to have more in-depth information from time to time about particular incidents. Basil asked about the appropriate action to take to report barking dogs.

Liz concluded this discussion by saying that in the case of this Neighborhood Issues topic, or focus area, she sees a need for a neighborhood meeting on how the program can be responsive to neighborhood problems. This is an example of convening around a bigger neighborhood issue.

Neighborhood Beautification and/or Clean Up

Liz indicated that a neighborhood group could choose to do a clean-up as its once-a-year activity under the Neighborhood Program. She asked the group for recommendations on how the decision for selecting a neighborhood activity or activities could be made.

Bill suggested publicizing available resources and providing a sign-up list, with a certain minimum number of sign-ups required, to go forward with an activity. Liz added that activity and sign-up materials could be included in packets given to all new residents of a neighborhood.

Basil commented on the need for a coordinated effort to take care of a neighborhood issue or problem. Examples of coordinated efforts are painting fire hydrants, trash clean-up, and tree planting. Stacie commented on the need for a nomination process. Liz discussed the identification of a neighborhood tie-in as a condition for using City resources to program an activity.

Comprehensive Plan Input
Liz pointed out that the comprehensive plan revision process now underway is staff-driven. The CCI and neighborhoods can recommend comprehensive plan-related outreach activities, but staff is taking the lead role in working on the comprehensive plan itself. Bev expressed that the work program should start with an educational process, including outreach to individual persons. Outreach needs to be personalized.

Liz asked the group how best to get out the word, as it were, about the update process. Basil reframed this question as "How will residents know when to weigh in on the comprehensive plan? What are the opportunities to foster weigh-in?"

Bev mentioned that a neighborhood sign would be useful as a communication tool. Others spoke in support of a library reader board.

Representative on CCI
Liz stated that to facilitate effective communication with the City, Neighborhood groups would be allowed to appoint a neighborhood representative on the CCI.

Local Schools
Liz noted that participation in the Parent School Organizations could be another activity of potential interest to the neighborhood organizations. As one example of how this might work, the school script fund raising program, where schools benefit from people using script to shop at particular stores, could be expanded to include neighborhood participation.

Community Building
According to Liz, an example of community building could be the City giving the neighborhood the funding needed to finance a neighborhood-wide activity, such as a barbecue.

Neighborhood Communication
Liz noted that as one way to facilitate neighborhood communication, the Community Connector newsletter program could be shifted to a website platform. At the same time, the Community Connector's role could be expanded into that of a community liaison for the neighborhood organization. The expanded role could include letting the City know when an issue or problem in the neighborhood arises. The connector also could connect with the schools. Importantly, the expanded role could include determining when to convene a meeting of the neighborhood. Meetings would be scheduled as needed, as opposed to monthly, which usually doesn't work because not enough is going on.

A critical question is whether a board is necessary. Liz said that in her view a board is not needed. However, the City would be open to the idea, if desired by a particular neighborhood group. A drawback of having a board is that it may be difficult to recruit enough people to serve on it. Ad hoc meetings would provide the opportunity to convene without relying on a board.

4. Other Business/Announcements/Next Agenda

Liz indicated that she would like to return to the CCI once more before going to Council in October to present her recommendations regarding the content of the Neighborhood Program.

Next agenda suggestions include:

- Wrapping up the Neighborhood Program discussion
- Inviting Jim Wolf to discuss the Police Department's plans for National Night Out
- Planning for a Council-authorized community drug awareness open house
- Inviting Bob Roth, the City Volunteer Coordinator, to discuss "How to volunteer in your neighborhood."

The group decided that the September meeting would be re-scheduled to September $28^{th,}$ (the fourth Thursday) from the normal third Thursday of the month in order to accommodate Liz's vacation schedule. The agenda will include a concluding discussion of the Neighborhood Program, a presentation on National Night Out as well as a discussion of a proposed Drug Awareness Open House. *(Note: Jim Wolf and Sheryl Huiras of the Police Department have been booked for the 9/28 meeting).*

Basil adjourned the meeting at 8:35 PM.

PROPOSED NEIGHBORHOOD PROGRAM COMPONENTS

Neighborhood Program CIP Project Nomination Process

- Staff reviews and develops proposed CIP project list by September 1
- Cityscape includes CIP nomination form
- Neighborhood webpage Includes nomination form during September
- City staff attends school open houses to receive neighborhood input in September
- Annual neighborhood meetings in October – reach neighborhood consensus on CIP project nominations.
- Consider creating a neighborhood improvement program for smaller projects that follows the CIP process.

Neighborhood Watch

- Active neighborhood watch defined
- Make starting new Neighborhood Watch a focus for National Night Out events
- Provide incentive(s) for Neighborhood Watch area National Night out celebrations
- Neighborhood webpage's includes crime stats for Neighborhoods with a minimum geographic area of active Neighborhood Watch
- All Neighborhood webpage's include crime prevention tips.
- Define minimum percentage of neighborhoods covered by neighborhood watch to be eligible for neighborhood grant program.
- Include information/presentation for neighborhood watch activation at all Neighborhood annual meetings in October.

Land Use

- Land Use Liaisons for each neighborhood – participate in land use process training; receive individual notice of each land use application; invited to attend pre-application meetings on proposed applications in their area; attend/facilitate Neighborhood (land use) meetings to receive neighborhood input after applicant presentation; represent neighborhood at public hearings; monitor neighborhood website for comments on current land use activity.
- Neighborhood (Land Use) meetings - Facilitated by Neighborhood Land Use Liaison; presentation by applicant; Land Use Liaison facilitates neighborhood discussion at the conclusion of applicant presentation, confirms neighborhood comments/concerns, and presents input to decision maker.
- Notification – to all surrounding property owners as required; to the appropriate Land Use Liaison; to any party who subscribes; posted on appropriate web site.
- Scheduling – applicant responsible to schedule with Land Use Liaison.

Communications

- Web page - City pays URL; template developed by city working with CCI; neighborhoods agree to established parameters; content provided by city, other agencies, and neighborhoods; websites maintained by neighborhood volunteer(s) after training provided.
- Cityscape - One page each month devoted to neighborhoods; each neighborhood selects "newsworthy" information to feature.
- Community Connector Communication – Information is "rolled" into neighborhood websites.
- Neighborhood program information provided to all new residents by the city (if legally allowed).

Community Connectors Resource

- Serve as conduit between city and neighborhood to communicate concerns and identify available resources to address concerns; participate in training to learn about resources, city and citizen's roles in addressing issues; refer neighbors to website or specific resources; review community assessment data; present findings at annual meeting for possible action.
- Connectors contact information brochures provided by the city.

CERT (Community Emergency Response Team)

- At least 3 trained CERT volunteers in each neighborhood to eligible for neighborhood grant program.

Neighborhood Issues/Assessment

- Neighbors access resources available on website and/or contact community connector; Schedule process follow-up/issues before the CCI; participate in issues/assessment discussion at annual meeting in October.
- Include projects for consideration in Neighborhood Improvement Program.

Beautification/Clean Up

- One neighborhood sponsored clean-up/beautification activity annually required to be eligible for neighborhood grant program.
- How to select – at annual meeting? Christmas in April?

Comprehensive Plan

- There will be a public comment/review process by neighborhood in 2007; details will be posted on each website; citizens may subscribe to the "e-list" for updates.

CCI (Committee for Citizen Involvement)

- Monitor and evaluate the neighborhood program; allow time on each agenda for pre-scheduled specific neighborhood issues.

Schools

- A liaison from each school to each neighborhood provides information on school events, programs, volunteer opportunities and resource needs to post on neighborhood websites and/or feature on websites; schools and neighborhoods partner on neighborhood events, activities.

Neighborhood Grant Program

- At the discretion of City Council, as appropriated in the city's adopted budget and as outlined in an approved process, neighborhoods will be eligible to apply for funds to undertake neighborhood projects.
- How to reach consensus?